



eu-LISA Interim Report

January – June 2022

Adopted by the eu-LISA Management Board on 31 August 2022

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Abbreviations and acronyms

ACFC	Audit, Compliance and Finance Committee	IAS	Internal Audit Service of the European Commission
AFIS	Automated Fingerprint Identification System	ICF	Internal Control Framework
AI	Artificial Intelligence	ICT	Information and Communication Technology
ALM	Application lifecycle management	IT	information technology
AG	Advisory Group	ITIL	IT Infrastructure Library
BC	Business continuity	ITSM	IT service management
BCU	Backup Central Unit (backup centre in St Johann im Pongau)	JHA	Justice and Home Affairs
BMS	Biometric Matching System	JHAAN	Justice and Home Affairs Agencies Network
CAAR	Consolidated Annual Activity Report	KPI	Key Performance Indicator
CBS	Core Business System	MB	Management Board
CEPOL	European Union Agency for Law Enforcement Training	MID	Multiple-Identity Detector
CIR	Common Identity Repository	NUI	National Uniform Interface
CMMI	Capability Maturity Model Integration	OJ	<i>Official Journal of the European Union</i>
CRRS	Central Repository for Reporting and Statistics	PPM	Project Portfolio Management
CSI	Common shared infrastructure	sBMS	Shared Biometric Matching Service
CU	Central Unit	SIRENE	Supplementary Information Request at the National Entries
DG HOME	Directorate-General for Migration and Home Affairs	SIS	Schengen Information System
DPO	Data Protection Officer	SLA	Service-Level Agreement
DubliNet	Dublin electronic communications network	SM9	HP Service Manager version 9
ECA	European Court of Auditors	SPD	Single Programming Document
e-CODEX	e-Justice Communication via Online Data Exchange	TA	Temporary Agent
ECRIS	European Criminal Records Information System	TAP	Turnkey Access Point
ECRIS RI	ECRIS Reference Implementation	TCN	Third Country National
ED	Executive Director of eu-LISA	TEF	Transversal Engineering Framework
EDPS	European Data Protection Supervisor	TESTA-ng	Trans European Services for Telematics between Administrations — new generation
EES	Entry/Exit System	VIS	Visa Information System
ENISA	European Union Agency for Cybersecurity		
EPMO	Enterprise Project Management Office		
ESP	European Search Portal		
ETIAS	European Travel Information and Authorisation System		
EU	European Union		
EUAN	European Union Agencies Network		
Eurodac	European Asylum Dactyloscopy Database		
Eurojust	European Union Agency for Criminal Justice Cooperation		
Europol	European Union Agency for Law Enforcement Cooperation		
Frontex	European Border and Coast Guard Agency		
IAC	Internal Audit Capability		

Executive summary

The 2022 Interim Report of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) presents the progress made between January and June 2022 with the implementation of its Annual Work Programme for 2022, as included in the Single Programming Document 2022–2024. Under eu-LISA's establishing Regulation, the Agency's Management Board must adopt the Interim Report by the end of August of each year, after having consulted with the relevant Advisory Groups. Following adoption, the report is submitted to the European Parliament, the Council and the Commission.

In 2022, the Agency's work was built around two sets of priorities:

Core business priorities:

- stable and uninterrupted operations and services of **core business systems** (i.e. SIS, VIS, Eurodac),
- progress with the implementation of **new initiatives** (i.e. EES, ETIAS, Interoperability, ECRIS-TCN, VIS Recast, Eurodac Recast) in accordance with agreed roadmaps,
- timely progress with the **second extension** of the Agency's operational site in Strasbourg.

Horizontal organisational priorities:

- further strengthening of the Agency's **internal control system**, with particular emphasis on **quality management**, as well as contract and vendor management;
- further development and improvement of eu-LISA's **programme and portfolio management capability**.

During the reporting period, the Agency ensured the stable operations of its core business systems: SIS, VIS and Eurodac. However, their availability was slightly below target due to several incidents. Some of those incidents were related to the deployment of new releases (i.e. SIS, and VIS), while others were due to external factors, such as the incident on the TESTA-ng network, affecting the operation of Eurodac.

The Agency operated its data centres, its common shared infrastructure and the systems' communication infrastructures successfully, without any major incidents. To support the deployment of new functionalities and systems, the Agency pursued the evolution of its data centres, together with the SIS communication infrastructure.

In addition, eu-LISA also continued with the programme to increase the capacity of its technical site in Strasbourg, based on the implementation of a containerised data centre solution.

As a priority, eu-LISA continued investing in the **implementation of new systems**: EES, ETIAS, ECRIS-TCN, and Interoperability components, while also advancing with the implementation of the SIS Recast. During the first half of 2022, there was an increase in delays affecting the EES and SIS Recast development programmes. The Agency, in close cooperation with the Member States and the Commission, monitored the situation very carefully, deploying various measures to mitigate the impact of the delays. On 22 June, eu-LISA's Management Board **adopted a revised timeline** proposed by the Agency. Under this revised timeline, the SIS Recast is scheduled to enter into operation in November 2022 at the latest, and EES by mid-May 2023. As a result, the entry into operation of ETIAS is postponed to November 2023, and that of the Interoperability components to June 2024 at the latest. The Council of the EU confirmed the revised timeline on 11 July 2022 at its Informal Meeting in Prague.

Additionally, eu-LISA continued strengthening its internal control system, in particular through the revision of its corporate processes, by improving its contract and vendor management process, and with the implementation of total quality management. What is more, the Agency also continued consolidating its programme and portfolio management capability.

Introduction

The purpose of the **eu-LISA Interim Report** is to present the progress made from January to June 2022 with the implementation of the activities outlined in the Agency's Single Programming Document (SPD) 2022–2024.

Chapter 1 provides an overview of the Agency's main achievements during the reporting period. Chapter 2 describes the major risks recorded at the corporate level. Chapter 3 reports on the status of budget implementation as at the end of June. Chapter 4 presents a detailed table covering the achievements of all activities listed in the SPD 2022–2024.

Background information

The European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) was established in 2011 by Regulation (EU) No 1077/2011, and became operational on 1 December 2012. The Agency is responsible for the operational management and **development of the EU's large-scale IT systems in the area of freedom, security and justice**. The Agency's revised establishing Regulation¹ entered into force on 11 December 2018, expanding eu-LISA's mandate to improve, design and develop information systems in the area of internal security, border management and judicial cooperation. The revised mandate also broadened the Agency's scope of work on research, innovation, testing, enabling the possibility to support the delivery of pilot projects and proofs of concept.

Currently, eu-LISA manages the **Schengen Information System (SIS)**,² the **Visa Information System (VIS)**³ and the **European Asylum Dactyloscopy Database (Eurodac)**.⁴ These systems are the cornerstones of the **smooth functioning of the Schengen area**. At the EU's external borders, they are critical for ensuring the efficiency of border management, and the implementation of the EU's common asylum, migration and visa policies. Within the Schengen area, ensuring continuous availability of the EU's JHA information systems is essential for guaranteeing the freedom of movement of EU citizens and residents, while also ensuring the internal security across the Union.

Under its expanded mandate, eu-LISA is also developing the **Entry/Exit System (EES)**,⁵ the **European Travel Information and Authorisation System (ETIAS)**,⁶ the **centralised system for the identification of Member States holding conviction information on third-country nationals and stateless persons (ECRIS-TCN)**,⁷ and the new components that will make up the **interoperability architecture** of the JHA information systems under eu-LISA's purview.⁸

Throughout all operations, the Agency is committed to ensuring a high level of data protection and the appropriate level of data and physical security, in accordance with applicable rules and provisions.

Legal background

Article 24(3)(f) of Regulation (EU) 2018/1726 requires the Executive Director to prepare and submit the Agency's Interim Report to the Management Board for adoption, after prior consultation with the Advisory Groups.

Article 19(1)(s) of the same Regulation requires the Management Board to adopt by the end of August the Agency's Interim Report on the progress of the implementation of the planned activities for the current year.

The Management Board is required to submit the Interim Report to the European Parliament, to the Council and to the Commission.

1 Regulation (EU) 2018/1726, OJ L 295, 21.11.2018, p. 99.

2 Regulations (EU) 2018/1860, (EU) 2018/1861, and (EU) 2018/1862, OJ L 312, 7.12.2018, p. 1; Regulations (EC) No 1986/2006, and (EC) No 1987/2006, OJ L 381, 28.12.2006, p. 1; Council Decision 2007/533/JHA, OJ L 205, 7.8.2007, p. 63.

3 Regulation (EC) No 767/2008, OJ L 218, 13.8.2008, p. 60.

4 Regulation (EU) No 603/2013, OJ L 180, 29.6.2013, p. 1.

5 Regulation (EU) 2017/2226, OJ L 327, 9.12.2017, p. 20.

6 Regulation (EU) 2018/1240, OJ L 236, 19.9.2018, p. 1 and Regulation (EU) 2018/1241, OJ L 236, 19.9.2018, p. 1.

7 Regulation (EU) 2019/816, OJ L 135, 22.5.2019, p. 1.

8 Regulations (EU) 2019/817, and (EU) 2019/818, OJ L 135, 22.5.2019, p. 27.

Strategic goals

In 2021, eu-LISA adopted a new long-term strategy for 2021–2027, reflecting all changes that have occurred since the adoption of its new establishing Regulation in 2018. The document identifies the following four strategic goals to guide eu-LISA’s long-term roadmaps, as well as future annual and multiannual programming.



Strategic goal 1:

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



Strategic goal 2:

Continue and extend the Agency’s role 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



Strategic goal 3:

Enable and drive innovation and digital transformation in the Justice and Home Affairs domain



Strategic goal 4:

Further evolve eu-LISA towards an efficient, agile and resilient organisation within the EU regulatory framework

Annual priorities

In 2022, the Agency’s work was built around two sets of priorities:

Core business priorities

- stable and uninterrupted operations and services of **core business systems** (i.e. SIS, VIS, Eurodac),
- progress with the implementation of **new initiatives** (i.e. EES, ETIAS, Interoperability, ECRIS-TCN, VIS Recast, Eurodac Recast) in accordance with agreed roadmaps,
- timely progress with the second extension of the Agency’s operational site in Strasbourg.

Horizontal organisational priorities

- further strengthening of the Agency’s internal control system, with particular emphasis on quality management, as well as contract and vendor management;
- further development and improvement of eu-LISA’s programme and portfolio management capabilities.

New approach to planning: Portfolios and programmes

In 2022, eu-LISA **introduced a new approach** for presenting its annual work programme in the SPD by grouping activities into portfolios and programmes, resulting in a **more streamlined annual work plan**. This approach was adopted to improve the management of the Agency’s resources, enhance traceability, and better manage interdependencies between individual projects and tasks.

Under this new approach, a **portfolio** is the high-level collection of programmes, projects, and non-project activities managed as a group, contributing to the achievement of eu-LISA’s strategic objectives. Currently, the Agency’s activities are categorised under one of the following four portfolios:

- Operational Management/Recasts,
- New systems/Innovation,
- Infrastructure,
- Corporate activities.

A **programme** is a group of related projects and non-project activities, under one of the four portfolios, that are managed in a coordinated manner to deliver benefits that could not be achieved if managed separately. The six programmes reflected in the SPD are:

- SIS,
- VIS,
- Eurodac,
- Smart Borders,
- Interoperability,
- Corporate IT.

1. Major developments during the reporting period

1.1. Stable and uninterrupted operations and services of core business systems

1.1.1. SIS and AFIS operational management

During the reporting period, the overall performance of the **SIS central system** was affected by several incidents, partly related to the deployment of releases, which reduced the system's availability.

- In February, two unannounced maintenance activities on the TESTA-ng network caused outages for nine Member States.
- On 13 February, a malfunctioning cryptographic box in Norway blocked messages on the SIS SIRENE Mail for the duration of 22 hours.
- On 15 March, the SIS central system was unavailable for the duration of 2 hours due to the failure of network devices.
- On the morning of 30 June 2022, an incident occurred just after the deployment of the release 21_R1. In the following days, eu-LISA worked closely with the Commission, the Presidency of the EU Council, and the Chair of the SIS Advisory Group to stabilise the system and ensure the continuous availability of the search functionality. By morning of 5 July, the SIS configuration and operations were completely restored. During the incident, only the create/update/delete functionalities of the system were unavailable. Search queries remained available throughout, although with reduced performance.

The SIS biometric search functionality – **Automated Fingerprint Identification System (AFIS)** – allowing for the identification of persons of interest from their fingerprints, was successfully operated and maintained. On 31 March, the system suffered an incident, resulting in a 1.5-hour unavailability. To date, almost all Member States have joined the AFIS, and the system has been used actively. France established a connection to the AFIS search functionality in January 2022.

In 2022, the number of alerts in SIS has started to decrease due to the planned deletion of security alerts. Since the beginning of 2022, the volume of fingerprint searches in AFIS has continued to grow.

In May 2022, eu-LISA presented to the Member States the results of a study on the impact of the size increase of the files (in binary format) attached to transactions in the system, such as fingerprint files or scanned documents. The SIS Advisory group supported the launch of a project to prepare the system for the use of new types of files in binary format.

During the reporting period, the Agency started preparing the **SIS II Security Exercise 2022**, scheduled for October 2022. Based on feedback from the Member States, eu-LISA decided in May to adjust the scope of the exercise to focus only on the central system, including business continuity elements and other horizontal business areas.

1.1.2. VIS/BMS operational management

During the reporting period, the overall performance of the **VIS central system**, and its communication system – the VIS Mail – remained within the agreed service-level agreement (SLA). On 1 January, the VIS was unavailable during 1.5 hour due to an incident on the BMS that required a temporary switch to the backup central unit.

The usage of the VIS started increasing significantly in March, reaching around 50 % of its pre-pandemic level. Thus far, the impact of the war in Ukraine on the VIS has been limited.

1.1.3. Eurodac operational management and recast

During the reporting period, the overall performance of the **Eurodac central system** remained within the agreed service-level agreement (SLA), with only few events affecting system availability.

- On 26 January, an incident on the TESTA-ng network made Eurodac unavailable and stopped the synchronisation between CU and BCU, leading to almost 4.5 hours of unavailability. As a result, 479 transactions were processed with delay, and none were lost.
- On 4 May, an incident caused by a mail relay component blocked all emails for 1 hour and 45 minutes. No messages were lost.

DubliNet is the secure electronic network for the exchange of data between national authorities dealing with asylum applications. During the reporting period, the maintenance of DubliNet was within the agreed service-level agreement (SLA).

By June 2022, the number of records stored in the Eurodac database reached the pre-Brexit level, continuing a steady trend that started in June 2021, and has significantly accelerated as of March 2022. The war in Ukraine has caused an **increase in the number of asylum applicants registered** in Eurodac due to increasing numbers of people, mainly from Ukraine but also from Belarus and Russia, requesting international protection in the Member States. eu-LISA has been working closely with the Commission and the Member States on the impact for Eurodac of the presence in the EU of Ukrainians fleeing the war. eu-LISA notably prepared several scenarios for the potential increase of Eurodac's capacity.

In addition, eu-LISA continued working with the Member States to connect them to the Agency's IT Service Management (ITSM) framework. The project was completed 15 April with all Member States now connected to the eu-LISA's ticketing system. The Agency also worked with the Member States on the renewal of DubliNet certificates, while also scheduling the future migration to stronger certificates, as recommended by the EDPS. Additionally, eu-LISA progressed on the implementation of another EDPS recommendation: the automatic physical deletion of fingerprints beyond the retention period.

1.1.4. Infrastructure

Data Centres

During the first half of 2022, eu-LISA took all necessary measures to ensure that the data centres located at both technical sites remain continuously operational, with no downtime. The operation of the data centres continued to be particularly complex, because of COVID-19-related access and travel restrictions that considerably limited the availability of staff and contractors at those facilities.

The Agency continued developing and implementing the '**data-centre-as-a-service**' approach to support projects and operations. This approach helps to centralise the monitoring, operational management and capacity planning of the infrastructure used by JHA information systems. To that end, eu-LISA pursued the implementation of a data centre infrastructure management (DCIM) tool and has already started uploading asset data for both technical sites.

To prepare for future capacity needs, eu-LISA continued its efforts to optimise and reorganise its data centres. This included the implementation of structured cabling and the modification of rack layouts for cooling optimisation. For the Strasbourg data centre, the Agency evaluated all power installations in order to optimise them and free up space.

At both technical locations, the Agency continued to control and manage data centre access and deliveries in a transparent manner for all stakeholders by using a dedicated web service.

The Agency also made progress on the preparations for its **future modular data centre** in Strasbourg, which is meant to provide an additional buffer capacity needed for the future updates of the main data centre layout. The modular data centre will also provide a 25 % capacity increase for hosting the large-scale IT systems entrusted to the Agency.

At the backup central unit (BCU) in St Johann im Pongau, eu-LISA proceeded with the necessary preparations for ensuring the compliance of preproduction and production environments with the Common Shared Infrastructure (CSI) standards. To that end, the available cooling capacity has been maximised by adjusting the hydraulics and pumps, while also implementing other networking upgrades.

Communication infrastructure services

Throughout the reporting period, the SIS and VIS communication infrastructures, using the TESTA-ng services framework contract, performed in accordance with the legal and operational requirements, with an average availability exceeding 99.99 % target.

Due to COVID-19-related delays and the readiness of some Member States, the upgrade of the SIS communication infrastructure to support the AFIS Phase 2 remains ongoing, with 42 out of 43 existing Turnkey Access Points (TAPs) upgraded, and 8 out of 9 new secondary TAPs activated.

Common shared infrastructure (CSI)

Throughout the reporting period, eu-LISA carried out all operations necessary for the maintenance of the central shared infrastructure servicing all core business systems. As a result, the CSI remained fully available and all issues were resolved within the targets specified in the SLAs.

The Agency is in the process of implementing the CSI programme that is intended to cover all JHA IT systems under its purview, with a view to creating a **scalable, agile and standardised infrastructure**. Once all systems and components are hosted on the CSI, it will serve as the technical foundation for systems interoperability, while also generating efficiency gains in terms of overall systems administration and maintenance.

1.1.5. Systems security and business continuity

The Agency implements an information security management process to ensure that each information system, including internet facing corporate systems, have in place a **'defence in depth' approach** based on risk assessment, in which layers of security measures are implemented to provide resilience to cyberattacks. To ensure the timely identification and response to cyber threats, eu-LISA has put in place monitoring tools, security incident procedures, and 24/7 stand-by duty arrangements. For its corporate IT systems, the Agency operates a Security Information and Event Management System (SIEM), in conjunction with CERT-EU, to support the identification and response to cyber threats.

During the reporting period, the Agency progressed on the implementation of security-related recommendations stemming from several audits and assessments (e.g. the 2020 Internal Audit Services audit on IT Security, EDPS inspection on SIS and VIS). In line with eu-LISA's Security Rules on the protection of Communication and Information Systems (CIS),⁹ the Agency's IT Security Working Group met every two months.

As for the ongoing implementation of new JHA systems, eu-LISA's security-related efforts have been focused on eliciting security requirements that will drive the development of the overarching security architecture. In this context, following the risk assessment process, eu-LISA finalised the security architecture of the EES Internet Zone. The Agency also worked on a **reference Enterprise Security Architecture model** for the JHA IT systems. In addition, eu-LISA was engaged in security testing activities (related to EES, VIS, sBMS) while integrating all the necessary security testing capacity, in terms of tools and capability, in the eu-LISA DevSecOps (development, security, and operations) pipeline.

9 MB Decision No 2019-148

To improve its **Information Security Management System**, eu-LISA adopted the Digital Forensics Process and the IT Security Risk Management (ITSRM) methodology during the first quarter of 2022. In the context of security risk management, the Agency completed the following tasks:

- sBMS risk assessment, sBMS security plan and sBMS business continuity plan were finalised and received a positive opinion from the Interoperability Advisory Group;
- EES risk assessment, EES security plan and EES business continuity plan were finalised and received a positive opinion from the EES Advisory Group;
- in March 2022, the Management Board adopted the Communication Infrastructure Security Plan.

In addition to in-house experts, these plans have also been reviewed by security experts from Member States, the Commission and Frontex in the framework of the **Security Officers Network (SON)**, set up for exchanging best practices in all security and business continuity domains. On 7 May, eu-LISA organised the 15th SON meeting to discuss risk assessment processes, security and business continuity, as well as the EU's overall threat landscape.

In the area of cyber security, eu-LISA's primary focus has been on reinforcing its **defensive readiness posture** in the face of increasing cyberwarfare activities by certain nation-state actors. In particular, with the support of guidance from CERT-EU, the Agency has been working on improving its cybersecurity posture, strengthening its cyber defences, and ramping up its capabilities to quickly detect and react to cyber operations.

In preparation for the implementation of the Interoperability Implementing Act on cooperation procedure in case of security incident,¹⁰ and to reinforce its security incident management capabilities, the Agency has established a **Computer Security Incident Response Team (CSIRT)**. In addition, eu-LISA's security function has been actively consulting with the Interoperability Advisory Group and the Cooperation Group with regard to setting up its security incident cooperation processes.

During the first quarter of 2022, the Agency completed an **internal security assessment** with a focus on technical and organisational aspects, while also launching the security audits of six suppliers of technical services, to provide additional assurance on their compliance with contractual security requirements.

1.2. Progress with the implementation of new initiatives

During the first half of 2022, the delays afflicting the **EES and SIS Recast development programmes** increased. Working closely with the Member States and the Commission to address these issues, eu-LISA monitored the situation very carefully and devised several measures to mitigate the impact of these delays. On 24 March 2022, the eu-LISA Management Board mandated its Chair to ask the Council to postpone the entry into operation of the SIS Recast to September, and EES to November 2022¹¹. By the end of June, the conditions identified to meet this updated schedule were not met. Therefore, the Board adopted on 22 June a revised timeline proposed by the Agency.

According to this **revised timeline**, adopted on 22 June, the SIS Recast is scheduled to enter into operation in November 2022 at the latest, and the EES by mid-May 2023. This will, in turn, delay the entry into operation of ETIAS, postponing it to November 2023. Additionally, the interoperability components will be developed in 2023, and should be progressively put into operation no later than June 2024. As per the Board's decision, the Chairperson informed the Presidency of the Council and the Commission about the revised timeline for implementing EES, and its effects on the implementation timeline of new the interoperability architecture.¹² The Council endorsed the revised timetable on 11 July 2022 at its informal meeting in Prague.

10 Commission implementing decisions of 16.9.2021 C(2021) 6663 final and C(2021) 6664 final

11 Decisions of the 34th Meeting of the eu-LISA Management Board, 2022-084

12 Decisions of the 36th Meeting of the eu-LISA Management Board, 2022-198

1.2.1. Entry/Exit System (EES)

System implementation and testing

During the first half of 2022, eu-LISA continued with the **final testing of the central EES (system solution testing)**, including the connection with sBMS and VIS), which started back in December 2021. These tests revealed numerous defects, including several of high-severity, that required fixing. However, the EES contractor faced difficulties with fixing the defects, further delaying the completion of the testing process. As at the end of June 2022, the system solution testing process was still not completed, causing an estimated delay of another 1.5 months. Some issues identified early in the system solution testing process were captured in the updated Interface Control Document (ICD version 7), which was shared with the Member States on 14 February. eu-LISA provided new ICD and testing documentation, including the up-to-date central system simulator, to the Member States at the end of June.

In January 2022, the Agency's experienced instabilities with its **compliance testing** environment, which was needed to start preparing for compliance tests with national systems that were scheduled for March. The issue was resolved by the end of February, postponing compliance testing by one month. Due to the delays in the central system testing, the compliance testing environment was connected to sBMS and VIS simulators, and not to the final complete system. As at June 2022, all users had performed basic connectivity tests, and 28 had taken part in basic application testing, with 10 of them finishing the testing of the current release. During the testing campaign, eu-LISA organised several awareness sessions to support the involvement of the Member States. The development of the playground testing environment was afflicted by persistent issues, in particular configuration issues, and was not available by the end of June 2022 as originally planned.

Interoperability readiness

The Agency completed the **development of microservices** needed for the interoperability of EES with VIS. The system solution testing that took place during the first half of 2022 included EES, the updated VIS central system and sBMS.

In addition, eu-LISA continued adapting EES to ETIAS, and started working on the development of a common interface between EES and CRRS. Since there was a delay in reaching an agreement on CRRS specifications, the Agency worked on the possibility to provide a customised reporting functionality to cover the first period of operation of EES, before its eventual integration with CRRS.

Maintenance

During the reporting period, eu-LISA started working with the Member States on **transition to operations**. To address this topic, two dedicated technical meetings were organised in the first half of 2022. The Agency prepared the first version of the operation manual that was shared with the Member States.

1.2.2. EES/ETIAS web services

In the beginning of 2022, eu-LISA continued implementing the web services software, including the public website, the web portal and the carrier simulator. As a result of the difficulties related to the procurement of equipment, as reported in 2021, the deployment of the system environment for testing by the carriers was delayed. However, in the end of 2021, the Agency developed a cloud-based simulator that will support the earlier launch of the testing process.

Additionally, the Agency continued to support the monthly meetings of the **Working Group for Carriers**, providing a forum for carriers and carrier associations, the Commission, and Frontex. As of February 2022, the meetings of the working group are split by mode of transport.

In 2022, eu-LISA continued with the **registration of carriers for EES and ETIAS**, a process that was launched back in September 2021. By 30 June, altogether 814 carriers had been registered – 676 air carriers, 47 sea carriers, and 91 land carriers – 40 % of them from the EU. According to eu-LISA's calculations, the number is too low, especially compared to its original estimate of 1 500 carriers. This is considered a risk to the operational readiness of EES because the carriers will be responsible for verifying prior to boarding that travellers have valid visas or other travel authorisation. To that end, all carriers must register with the Agency to gain access to EES and ETIAS so they would be able to query the systems, and carry out their future obligations. The Agency, together with carrier associations, organised various awareness raising activities to increase the amount of carrier registrations. By 30 June, only 89 carriers out of a target group of 395 had requested access to the system simulator.

In addition, eu-LISA signed a contract for the development of tools and services to support the carriers with ETIAS operations. The Agency worked closely with the Commission and Frontex on this topic, following in parallel the concurrent preparation of the implementing act for carrier registration and support, which was agreed in the Smart Borders Committee at the end of June 2022.

1.2.3. European Travel Information and Authorisation System (ETIAS)

Legal framework

During the first half of 2022, the Commission proceeded with the ETIAS **legal framework**, with three acts in the process of adoption, five under finalisation by the Smart Borders Committee, two adopted acts under revision for alignment with the ETIAS consequential amendments, and two acts stemming from the consequential amendments considered stable enough to undergo inter-service consultation in the Commission.

Analysis and Design

The finalisation of the ETIAS central system design was negatively affected by the dependencies with the EES shared components, as well as interoperability specifications. As a result, the closure of the analysis and design phase was delayed to the third quarter of 2022. During the first half of the year, several external business users requested functionalities that had not been anticipated. These requests were addressed by together with the Commission, and eu-LISA prepared impact assessments to measure their effects. To mitigate the impact on other activities, the development part of the programme was initiated in parallel, starting with the elements whose design was mature and stable.

In April, the Commission adopted the Watchlist Implementing Act, and eu-LISA **updated the ETIAS Interface Control Document (ICD)** to include the latest updates, in particular the approach to encryption. In addition, the ICD was modified to reflect the changes stemming from the European Search Portal (ESP) specifications. The updated ICD (version 9.1) was then shared with the Member States on 2 June.

The fifth and **final iteration of the ETIAS software mock-up** with additional functionalities was completed in April and was presented to the Member States. eu-LISA also organised three workshops for the Commission and Frontex to present the mock-ups of the public website, together with the mobile application.

Throughout 2022, eu-LISA continued to work on the update of the **ETIAS Data Protection Impact Assessment** to provide a comprehensive response to the comments received from the EDPS in September 2021.

Implementation

The delivery of ETIAS functionalities was planned in an **iterative approach**, similar to the one used for the preparation of its design elements. This approach was chosen to mitigate the effect of dependencies on the compliance testing campaign.

On 31 March, the first version of the ETIAS **central system simulator** was delivered to the Member States to start testing the national implementations. On 12 May, the Agency organised a webinar to present the simulator to the Member States and train them on its use.

Following the completion of the audio-video tool market study in 2021, the Agency prepared for the testing and demonstration phase, expected to take place in the second half of 2022.

In May and June, eu-LISA signed the framework contracts for the future maintenance of applications and the maintenance of the infrastructure, as part of the transversal operations framework.

Infrastructure

In order to mitigate the impact of delays on the finalisation of detailed specifications documentation, the Agency decided at the end of 2021 to start procuring **infrastructure elements for testing**. In March 2022, eu-LISA finalised the necessary agreements for the procurement of network equipment for the testing environment. However, delays in the delivery of contracted equipment were announced by the supplier, and the Agency made serious efforts to prioritise the installation and configuration of testing infrastructure to minimise the impact on the compliance testing schedule. The Agency received the network equipment for the pre-production environment in May 2022, ahead of what was initially announced. However, as at the end of the reporting period, the risks of delays remained high for the readiness of the testing infrastructure.

1.2.4. ECRIS-TCN

Legal framework

During the reporting period, the implementing decision that includes provisions on **alphanumeric and biometric data** went through the Commission's inter-service consultation. This process was delayed and was finalised in June 2022, postponing the adoption of the act, and consequently, the completion of the necessary legal framework for ECRIS-TCN.

Analysis and design

The Agency focused on completing the analysis and design deliverables. To that end, the high-level design document was updated to reflect the modified legal framework, and was finalised in March. Afterwards, eu-LISA continued working on the requirements documentation and on business continuity plans. In addition, eu-LISA worked with the Member States on the ECRIS-TCN **interface control document (ICD)**, taking into consideration the necessary alignment with the ongoing development of interoperability components. The Agency also started working on the integration of ECRIS-TCN with the sBMS, and worked with the Member States on the interface between ECRIS RI and ECRIS-TCN. Furthermore, eu-LISA updated the data protection impact assessment, taking into account the EDPS opinion on ETIAS and sBMS.

By the end of June, the Agency estimated that the delays affecting the EES implementation schedule would have an impact on the implementation roadmap of interoperability components, which, in turn, would affect the entry into operation of ECRIS-TCN. On 23 June, the eu-LISA Management Board adopted a revised timeline for the IT architecture, stating that as a consequence of the revised timeline for EES and ETIAS, the entry into operation of the ECRIS-TCN should be aligned with that of ETIAS (mid-November 2023).

Implementation

In March, eu-LISA presented the approach for ECRIS-TCN **compliance testing** of the national systems. The Agency initiated the work on the interface software, using the existing ECRIS interface to facilitate the work of end-users. The mock-up of the user interface was presented to the Member States in June.

During the reporting period, an audit of the ECRIS RI code revealed several vulnerabilities. Together with the Member States, eu-LISA assessed the options for resolving the issue to limit the impact on ECRIS-TCN.

The planned test schedule was put at risk, when the delivery of hardware components for infrastructure elements for the test system was delayed to August 2022, despite the Agency's early initiation of the order.

1.2.5. Interoperability

Development of the shared Biometric Matching Service (sBMS)

By the end of January 2022, the sBMS was included in the **common system solution testing** of EES and the updated VIS. This testing phase was successful as no significant defects were detected for the sBMS. The system solution testing of the isolated sBMS started on 2 June.

On 4 February, eu-LISA submitted the updated sBMS **data protection impact assessment (DPIA)** to the EDPS for opinion, addressing the recommendations shared by the EDPS in November 2021. At the same time, the Agency also submitted the **updated accuracy measurements DPIA** to demonstrate that sBMS can achieve the regulatory accuracy targets.

As for the sBMS **infrastructure components**, the Agency launched the procurement process for components to be used by both EES and VIS. Hardware elements were successfully installed at both technical sites. The Agency then proceeded to perform the installation of software solutions on the different environments, which was still ongoing in June.

In January 2022, eu-LISA started working on the **integration of ECRIS-TCN with sBMS** by updating the sBMS requirements and design, and delivered the first release of sBMS with a partial scope for ECRIS-TCN at the end of May.

An updated version of the sBMS **User Software Kit (USK)** was released in March, including new functionalities stemming from ECRIS-TCN and SIS requirements. In addition, eu-LISA also prepared the approach for the continuous accuracy measurement of the performance of the sBMS accuracy.

Development of other interoperability components: CIR, ESP, MID, and CRRS

During the first half of the year, eu-LISA progressed on the preparations of the key deliverables of the interoperability components: **Common Identity Repository (CIR)**, **European Search Portal (ESP)**, **Multiple-Identity Detector (MID)**, and **Central Repository for Reporting and Statistics (CRRS)**. These deliverables include the high-level design, the requirements repository and the Software Architecture Document.

The work on the CRRS, CIR and MID deliverables was delayed by approximately three months, due to quality issues in their initial versions. The Agency also worked intensively with the Member States towards increasing the maturity of the Interface Control Documents (ICD), delivering the fifth versions in May.

The contracts for the development and integration activities were concluded already in 2021, and the work commenced. The process for the advanced procurement of infrastructure for testing continued during the first half of the year. As with other hardware procurements, there have been delays in the delivery of equipment, which will impact the planned testing schedule.

In June, eu-LISA started the development of a **Common Repository for Reference Data**, to manage and make available reference data used by all systems operated by eu-LISA and by the national systems of the Member States.

1.2.6. SIS recast and evolution

Recast

During the first half of the year, eu-LISA and the Member States focused on **finalising the implementation** of the recast SIS Regulations. This included the preparations and tests of the final releases. The test phases included preliminary system acceptance tests, data migration tests, functional SIRENE tests, and compliance tests for the national systems. Due to delays in conducting the different tests, the SIS Advisory Group requested some additional time in March, and requested postponing the deadline for entry into operation for the renewed SIS. On 24 March, the eu-LISA Management Board adopted a decision in favour of an entry into operation by September 2022.¹³

However, as at the end of June 2022, the tests were not concluded, with a couple of Member States reporting significant delays in the completion of their tests. Overall, 80 % of end-users had completed the compliance tests, 74 % had completed the preliminary system acceptance tests, and 80 % had completed the migration tests. The SIRENE test campaign reached an 87.5 % completion rate. On 22 June 2022, the eu-LISA Management Board acknowledged the delays in the implementation of the recast SIS Regulations, and emphasised the need for the renewed SIS to **enter into operation no later than November 2022**.¹⁴

The version 5 of the SIS Interface Control Document (ICD) was delivered to the Member States on 2 May, and was approved by the SIS Advisory Group on 3 June. The Agency worked on the corresponding updates for the SIS central system simulator, and continued working on the tests for the release 21_R2, which will include the final technical and functional updates for the SIS Recast.

As part of the SIS Recast, the Agency continued to support the adaptation of **the Data Exchange Between SIRENE Bureaux (DEBS)**. An updated version of the DEBS specifications, aligned with version 5 of the SIS ICD, was prepared and is scheduled for delivery in the third quarter of the year.

Implementation of SIS AFIS Phase 2

The Agency finalised the **upgrade of the AFIS architecture**, needed for the second phase of AFIS implementation and the SIS Recast. The new hardware was installed in production, and all elements were deployed on 29 June (as part of the release 21_R1). Due to an incident that occurred between 29 June and 5 July, the SIS Central System, together with the 21_R1 release, became fully accessible to the Member States on the evening of 4 July.

The Agency continued working on the tests for the release 21_R2, which includes the final technical and functional updates for the AFIS phase 2.

¹³ Decisions of the 34th Meeting of the eu-LISA Management Board, 2022–084

¹⁴ Decisions of the 36th Meeting of the eu-LISA Management Board, 2022–198

New search engine

The objective for the period was to complete the migration to the new search engine – **Elasticsearch**. The migration started in January, but it was stopped and rolled back in February due to several configuration issues. The Agency rescheduled the migration until July/August, after the entry into operation of the release 21_R1. Oracle upgrades, also part of the project, have been delayed and postponed to future releases.

Evolutions

The Agency continued working on the parallelisation of low-priority **data consistency checks** (DCCs) to allow the execution of more DCCs at the same time, hence speeding up the completion of test waves. The queues for high-priority DCCs will be prioritised. The first step of the project was finished and deployed in June 2022.

Interoperability readiness

On 18 January, a contract was signed for a new project – **SIS II interconnection with ETIAS**, commencing its analysis and design phase. At the same time, preparations were underway for a contract to start the project for **SIS interconnection with interoperability components ESP and MID**. During this time, eu-LISA also started preparing the migration of SIS AFIS to sBMS.

1.2.7. VIS recast and evolution

In 2022, the Agency planned to deploy three releases for the VIS. During the reporting period, the following two releases were deployed:

- in March, an **adaptive maintenance release** was deployed, delivering several upgrades and updates for the VIS and BMS components;
- in April, a **corrective and adaptive release** was deployed, including fixes related to problems raised by the Member States.

At the beginning of the year, the Agency started **two projects structuring the evolution of VIS**:

- the VIS interoperability project, including the interconnection between VIS and ETIAS;
- the Revised VIS project.

For both projects, the Agency set up **project management forums** (PMF) to facilitate collaboration with the Member States.

Revised VIS

The project commenced at the beginning of 2022 with the collection of requirements, and continued with preparing the business use cases and the interface control document. The first versions of the technical documents were completed and reviewed with the Member States. The Agency is supporting the Commission with the preparation of the secondary legislation (9 implementing and 3 delegated acts).

Interoperability readiness

eu-LISA and the Member States have continued testing the **VIS-EES interoperability**, and preparing for the transition to entry into operation. The configuration of the production and pre-production environments were ongoing at both technical sites. At the beginning of the year, the Agency tested the **integration of sBMS with VIS**. Additionally, eu-LISA continued the preparations and tests for the **migration of the VIS biometric searches functionality to sBMS**.

In addition, the Agency started working on the **VIS-ETIAS interconnection**, as well as on the **interoperability of VIS with the remaining interoperability components – CIR, ESP, MID and CRRS** – by initiating the collection of requirements, as well as preparing the business use cases, and the interface control document. The first versions of the technical documents were reviewed with the Member States.

1.2.8. Eurodac recast and evolution

Recast

In the absence of a new legal base for Eurodac, the Agency pursued **only minor upgrades** of the current system. This included the upgrade of the biometric matcher, the upgrade of the software for the synchronisation between the central unit and the backup central unit, and the replacement of hardware components reaching the end of vendor support. These activities started in April 2022 and are expected to be completed by mid-August 2023.

Eurodac evolution stemming from adaptive maintenance

To improve the services provided to the Member States, eu-LISA worked on the revision of the test environment and on the pre-production environment. In particular, the Agency focused on the **use of synthetic fingerprint data** to perform volume and stress tests. In addition, eu-LISA also worked on the revision of Eurodac's technical documentation, and reviewed the process for access control and on-site intervention of external contractors, in order to improve the operational management of the system.

1.3. Progress with the second extension of the operational site in Strasbourg

By the end of 2021, eu-LISA had updated its approach for the second extension of the operational site in Strasbourg. These proposals were based on the needs for **additional data centre capacity** in the short to medium term, well ahead of the expected completion of the second extension project in 2028. The analysis of the Agency's needs for data centre space and power showed that waiting for the completion of a new data centre building was not possible.

Therefore, eu-LISA proposed to use a **modular approach** that will consist of a containerised data centre, a solution that is both flexible and scalable. This approach would not require the construction of a building as such, but would require civil work to prepare the area where the containers will be located and ensure that sufficient power is available.

To ensure the efficient and effective governance of this activity, eu-LISA proposed to turn the second extension project into the '**Capacity Increase Programme**', consisting of three interdependent projects:

- the power and cooling infrastructure capacity project,
- the Modular Data Centre 2, and
- the Second Extension project.

At the programme level, the Agency worked intensively to ensure that human and financial resources are available to ensure the timely achievement of all milestones.

Power and cooling infrastructure capacity. The goal of this project is to ensure that the short and long-term power and cooling needs of the Agency's operational site in Strasbourg are covered. In May 2022, a pre-feasibility study was concluded, providing potential scenarios for the increase of power capacity at the current technical site in the short, medium and long terms. The outcomes of this study will be used for the future civil work required to host the Modular Data Centre 2.

Modular Data Centre 2. During the first months of the year, eu-LISA worked on finalising the concept for the modular data centre 2, taking into consideration the future needs for system hosting. In addition, the Agency gathered the design and technical specifications (including those related to security). Work commenced on procurement options, and eu-LISA prepared the tender documentation for a market survey of modular data centre solutions.

Second extension project. The second extension project focuses on building new office spaces at the eu-LISA technical site in Strasbourg. The building programme was updated, including all the relevant documentation and a new estimated financial envelope. The Agency was able to initiate the internal control procedure necessary before the public launch of the call for tender for the building design services framework contract.

1.4. Strengthening of the internal control system

Quality management. During the first half of 2022, eu-LISA focused on the continued implementation of total quality management through the **Common Assessment Framework (CAF)**, which started in 2021. From January to February, the eu-LISA self-assessment group, comprising staff representatives from all units, submitted their individual assessments. In May, the group drafted an action plan, listing proposed improvements. The draft action plan was presented to the eu-LISA Management Committee on 29 June.

Internal control framework. Between January and March, the Agency conducted the assessment of the effectiveness of its Internal Control Framework (ICF). The assessment confirmed that the Agency's internal control system is **present, functioning and effective**, although some improvements are needed. The results of the assessment were adopted by the Management Committee in April, and subsequently presented to the Audit, Compliance and Finance Committee of the Management Board on 1 June, and finally to the Management Board on 22 June. A summary of the results was included in the Agency's Consolidated Annual Activity Report, adopted on 22 June.

Service and Process Framework. eu-LISA maintained its **Product and Service Catalogue**, as well as its Integrated Process Model. The Agency's Product and Service Catalogue provides an up-to-date listing of all the products and services that are delivered to internal and external stakeholders. The Service and Process framework was adopted in 2021, and in 2022, eu-LISA proceeded with identifying necessary updates and changes, in particular for the future operation of new systems.

In addition, eu-LISA is also applying a **continuous improvement process**, to increase the transparency and accountability in its operations, and to guarantee the effective and efficient provision of services to its stakeholders. As part of this effort, the Agency pursued the **revision of its corporate processes**. The objective of the project is to ensure that all corporate processes are precisely defined and consistently documented. The corporate processes were organised in three groups, based on their importance and maturity. During the reporting period, eu-LISA completed the revision of the first group of processes. Once finalised, the processes became part of the Agency's **Integrated Process Model**. As such, they can be used on a daily basis by the stakeholders, while also ensuring clarity and transparency in all aspects of process execution.

Contract and vendor management. During the reporting period, eu-LISA pursued its strategic **transition from a vertical to a transversal sourcing** of services and supplies for its operations, and continued to invest in new controls to strengthen its contract and vendor management process. A dedicated team supported the operational units in contract implementation and performance, as well as contractual risk management, reinforcing the use of efficient, effective and compliant practices.

During the second quarter of the year, eu-LISA adopted a **new Contract Management Policy** to provide an overarching framework for the management of the contractual vehicles used for sourcing supplies, services and works. The roles and responsibilities were defined, as well as the applicable control framework. The Agency also created a dedicated **Contracts Management Committee (CMC)** to provide the oversight of the framework contracts for outsourced human resources, in alignment with the Contract Management Policy.

As a trial, the Agency rolled out a **Performance Balanced Scorecard** for some key contracts, to derive lessons learnt for exploitation in the upcoming contract cycles, and worked on the formalisation of a **Liquidated Damage and Reduced Payment Procedure**, expected to be finalised by the end of 2022.

Internal audit. Based the Internal Audit Plan for 2022, eu-LISA's Internal Audit Capability (IAC) delivered the following tasks:

- review of the management of ABAC access rights (assurance),
- monitoring of audit recommendations (assurance and coordination),
- follow-up of audit recommendations.

Additionally, the IAC advanced (> 90 %) with the implementation of the following tasks:

- IAS Multi-entity audit on coordination between DG HOME and partner agencies (coordination),
- EES project: Solution Development (assurance),
- ECA audit on 2021 Accounts (coordination),
- IAS and IAC audit risk assessment (coordination).

Data protection. Under Article 31(2) of Regulation (EU) 2018/1725, eu-LISA is required to maintain a record of all categories of processing activities carried out on behalf of one or more controllers. In order to support the Agency to comply with its **obligations as data processor**, the eu-LISA Data Protection Officer (DPO) organised coaching sessions and workshops with the VIS, SIS, Eurodac, and EES product and service owners, to provide adequate support in the creation of these records.

During the reporting period, eu-LISA followed up on the **implementation of recommendations** identified in the European Data Protection Supervisor's (EDPS) audits on SIS, VIS and Eurodac. Quarterly reports were prepared and shared with the EDPS, the Management Board and its Audit, Compliance and Finance Committee (ACFC).

In addition, the DPO supported the **development and evolution of new and existing systems** by participating in the change management process, and by being engaged at different stages of the development of **data protection impact assessments** (DPIAs). To that end, the DPO provided expertise and advice on the preparation of the DPIAs, during meetings with the responsible teams and through several reviews of the reports. The DPO also provided references to relevant documentation and guidelines, such as those from EDPS or from the Article 29 Data Protection Working Party.

Additionally, the DPO provided **systematic training for the Agency's staff** on the topics related to data protection, in particular on data breaches and on general principles of data protection. Training was provided through awareness sessions for newcomers, and also on the occasion of the data protection day (28 January).

In March, the DPO Annual Work Report 2021 was presented to the eu-LISA Management Board and subsequently published on the Agency's website.

The DPO participated in the Supervision Coordination Groups for SIS, VIS and Eurodac, presenting the latest developments and systems performance to the national data protection authorities and the EDPS. In addition, eu-LISA's DPO also took part in the meetings of the DPOs Network and the JHA DPO Network.

1.5. Strengthening of programme and portfolio management capabilities

Throughout the reporting period, eu-LISA pursued the strengthening of its Project Portfolio Management (PPM) capability with a particular focus on **facilitating informed decision-making based on a business intelligence approach** using the data collected through the PPM tools.¹⁵ The Agency prepared several customised reports on project execution and resource utilisation, and delivered regular reports to the Management Committee on the resources time recording.

In addition, eu-LISA launched an important update of its **Project Management (PM) Methodology**, embedding feedback received on the current version, and clarifying the dependencies with related internal processes. While the PM Methodology prescribes 'What is required to be done', the new associated document – the **PM Implementation Guide** – will describe 'How it is recommended to be done'. In March, eu-LISA carried out its annual compliance check of the PM Methodology, and presented the results to the Management Committee in May.

In the second quarter of 2022, eu-LISA finalised the review of the **Rules of Procedure of Programme Boards**. The remit of the Programme Boards now includes oversight and monitoring of resource allocation and consumption within the programme. The composition of the Programme Boards was also updated to include additional internal stakeholders.

What is more, eu-LISA also started drafting a **Programme Management Methodology**, which will specify the scope and process model used internally for programme management. The first package was presented to the Management Committee in April 2022.

15 Planview Enterprise1 and ProjectPlace

1.6. Horizontal activities

1.6.1. General coordination

Corporate governance, planning and reporting On 25 January 2022, the eu-LISA Management Board adopted the draft **Single Programming Document (SPD) 2023–2025**. The document was subsequently sent to the European Parliament and the Council, as well as to the Commission for their formal opinion. The final version of the SPD 2023–2025 will be adopted by the Board in November 2022.

On 22 June, the Board adopted the Agency's **Consolidated Annual Activity Report 2021**, which was then sent to the Commission, the Council, the Parliament and the Court of Auditors. It was also published on the Agency's website and shared via social media channels.¹⁶

As regards the reporting obligations on the **technical functioning of JHA systems and statistics** on their usage, in the first half of the year, the Agency published the following products:

- SIS 2021 annual statistics report,¹⁷
- report on the technical functioning of the Central SIS II 2019–2020,¹⁸
- updated list of authorities (asylum) for Eurodac 2022,¹⁹
- Eurodac 2021 statistics report.²⁰

Schengen Evaluation. In the first half of the year, eu-LISA contributed to **four on-site Schengen evaluations** for SIS/SIRENE in Spain (March), Sweden (April), Norway (May), and Iceland (June). The Agency was also invited to contribute to Schengen evaluation visits to Austria and the Netherlands in the field of the Common Visa Policy, including VIS, but did not have the staff available. In addition, the Agency contributed to the **Schengen evaluators training course** in the field of visa policy organised by the Commission in June in Ankara, Turkey.

Research and technology. In June 2022, eu-LISA held its **15th Industry Roundtable** in Strasbourg, France, in a hybrid format under the title '*Biometric Technologies in Identity Management and Verification*'. The event was organised in collaboration with the French Presidency of the Council of the EU. More than 100 participants joined the event in person, and over 170 participants followed the event online, jointly representing some 34 countries around the world.

In the first half of 2022, eu-LISA continued the implementation of the **Roadmap for Standardisation for Data Quality Purposes**. The second progress report, which included inputs from the European Commission and a number of EU Agencies, was presented to and endorsed by the Council's Working Party on JHA Information Exchange (IXIM) in June 2022.

In addition, eu-LISA continued to support the European Commission and the Research Executive Agency in the implementation of the '**Horizon Europe**' **Framework Programme for Research and Innovation** through different activities. More specifically, eu-LISA contributed to the definition of priorities for the work programmes, and supported the evaluation of proposals submitted in response to calls with operational relevance to the Agency.

Furthermore, eu-LISA supported the European Commission in a **number of studies**, such as the EU Security Market Study, the Visa Chatbot Proof of Concept Project and the Study on the Factors influencing the Uptake of EU-funded Security Research outcomes. The Agency also supported DG HOME in the evaluation of critical technology dependencies in the area of internal security, and in the EU Security Data Space for Innovation study.

¹⁶ eu-LISA Consolidated Annual Activity Report 2021 available on: <https://europa.eu/lbqH9Wj>

¹⁷ SIS II 2021 Annual Statistics Report available on: <https://europa.eu/rHQvDG>

¹⁸ Report on the technical functioning of the Central SIS II 2019–2020 available on: <https://europa.eu/lfqkMMP>

¹⁹ List of designated authorities which have access to data recorded in the Central System of Eurodac pursuant to Article 27(2) of Regulation (EU) No 603/2013, for the purpose laid down in Article 1(1) of the same Regulation, available on:

<https://europa.eu/bbRVR6>

²⁰ Eurodac 2021 statistics report available on: <https://europa.eu/DtwdKJ>

The Agency continued its active contribution to the **EU Innovation Hub for Internal Security**, established in 2020, in particular in the exercise of mapping relevant projects, knowledge and capability gaps in the JHA domain. As of May 2022, the Agency has deployed a **Liaison officer to Europol** to support the EU Innovation Hub Secretariat. Under the umbrella of the EU Innovation Hub, eu-LISA launched a **study on AI in CRRS** in the context of ETIAS and Revised VIS.

During the first half of 2022, eu-LISA hosted two meetings of the **Working Group on Artificial Intelligence**, facilitating discussions and exchange of knowledge between Member State authorities and EU institutions. In addition, the Agency finalised an **internal Roadmap for Artificial Intelligence**, with the aim of supporting the coordination of development and implementation of AI-based solutions within the Agency. As part of research and technology monitoring activities, the Agency, in collaboration with Eurojust, has finalised and published the report on *Artificial Intelligence Supporting Cross-Border Cooperation in Criminal Justice*.²¹

eu-LISA also **supported Frontex** in the finalisation of the technical assistance projects in North Macedonia and Montenegro (under the Instrument of Pre-accession Assistance – IPA II). The project was completed at the beginning of the year and resulted in a report identifying solutions to upgrade the IT systems and infrastructure related to border and migration management, in particular for the registration of mixed migration flows for the two Western Balkan countries.

Training for Member States. In the first half of 2022, eu-LISA delivered **23 training activities** (face-to-face events, webinars, virtual classrooms, new eCourses), representing 32 % of the overall planned training activities for this year (72). These activities engaged over 980 participants, and their satisfaction rate stood at 5.38 out of 6, above the target (4).

The **Annual Training Plan** was continuously updated and the Member States were informed accordingly. In the first semester of 2022, two online meetings for the **National Contact Points network** were held, one in February to present the 2022 training plan, and one in June to introduce the launch of the Training Needs Assessment exercise.

Furthermore, eu-LISA pursued the **upgrade of its e-learning platform**, to improve user experience and satisfaction, while also increasing the visibility and accessibility of the training offers, and aligning the platform's design with the Agency's new visual identity. The upgrade was successfully completed in May.

Finally, a **Member States Training Roadmap** was finalised in mid-January 2022, together with its accompanying Action Plan. The Action Plan outlines nine objectives and 29 actions, with a view to further improving the Agency's training offer to Member States. The majority of actions will be completed within 2022.

Evaluation of the operational management of eu-LISA's core business systems

In January 2022, a cross-sectoral Working Group was established to prepare an **independent benchmarking exercise** focusing on the evaluation of the operational management of the Agency's core business systems. This exercise will feed into the regular performance evaluation of eu-LISA to be carried out by the Commission in 2023.

In order to analyse the operational management of the systems in a comprehensive way, the Working Group proposed to broaden the scope of the evaluation, which was subsequently approved by the Commission. The Commission also agreed to postpone the deadline of the **final evaluation report to February 2023**. The scope and the timeline of the evaluation was presented to the Management Board in March 2022.

The internal preparatory work on the evaluation continued until June when the procurement procedure was launched under Eurofound framework contract.

21 Artificial intelligence supporting cross-border cooperation in criminal justice, joint report by eu-LISA and Eurojust, available on: <https://europa.eu/JxGTP6>

1.6.2. Stakeholder management

Governance bodies. Throughout the reporting period, eu-LISA continued to provide high-quality administrative and logistical support to its Management Board, Programme Management Boards and Advisory Groups. In the first half of the year, eu-LISA's governance bodies organised altogether 85 meetings: 4 Management Board meetings (incl. 2 extraordinary meetings), 27 Advisory Group meetings (incl. 3 extraordinary meetings), 12 Programme Management Board meetings (incl. 3 extraordinary meetings), and several other *ad hoc* events as requested by the Agency's stakeholders. Furthermore, two new formats of meetings were introduced since the beginning of 2022, the **Cooperation Group for Interoperability Security Incidents** (3 meetings organised), and **ETIAS Test Expert Group (TEG)**, which had its first meeting in June 2022.

Partnerships with Member States and EU institutions

During the reporting period, eu-LISA maintained close and constructive partnerships with the Member States and EU institutions. Moreover, as a general practice, the Agency aims to build constructive and close working relationships with each **Member State holding the rotating Presidency of the Council of the EU**.

When it comes to the relation with the **European Commission**, the Agency consolidated its cooperation, contributing to the preparations and the discussions in various expert groups and Committees on borders and security (such as Smart Borders Committee), in the context of drafting the related secondary legislation. Furthermore, the Agency was involved by the Commission in the preparations of several legislative initiatives impacting eu-LISA's mandate, such as, the proposal for a regulation on the digitalisation of the visa procedure (launched by the Commission on 27 April 2022), and the future revision of the Advance Passenger Information (API) Directive (i.e. by participating and contributing in the dedicated technical workshops).

As for the Council, eu-LISA continued to provide substantial contribution to the discussions held at the relevant **Council Working Parties** and participated in the discussions during the Justice and Home Affairs Council meetings (incl. the Schengen Council, and extraordinary Council meetings in March). When invited, the Agency contributed actively to the technical and strategical discussions held within the relevant Working Parties of the Council of the European Union, namely IXIM, Frontiers, VISA, COPEN, COSI, SCIFA etc. For instance, at the meetings of the Working Party on JHA Information Exchange (IXIM), eu-LISA delivered several presentations, e.g. II progress report on the action plan on the roadmap for standardisation for data quality, on the functioning of the Prüm II central router, and on biometric standards used by the JHA systems.

In the first half of 2022, eu-LISA continued to closely follow the activities of various Committees of the **European Parliament** (e.g. Committee on Civil Liberties, Justice and Home Affairs (LIBE), Committee on Budgets (BUDG), Budgetary Control Committee (CONT), Committee on the Internal Market and Consumer Protection (IMCO), Committee on Legal Affairs (JURI), and the Special Committee on Artificial Intelligence in a Digital Age (AIDA) until concluding its mandate in May 2022). On 24 May 2022, eu-LISA welcomed the delegation of the JURI Committee at the Agency's Headquarters in Tallinn.

As an example of fruitful collaboration with EU institutions, the Agency was closely involved in the preparation of the **Commission's legislative proposal on the Joint Investigation Teams (JITs) collaboration platform**²², contributing to workshops, impact assessment etc. Furthermore, at the request of co-legislators, eu-LISA provided further technical clarifications to Member State experts (within COPEN WP), and to the European Parliament (shadows meetings), with the aim of supporting institutional negotiations. Eventually, the Agency will be responsible for the design, development and maintenance of the JTI platform.

Russia's military aggression against Ukraine has prompted eu-LISA to engage in several activities to support the Member States. Following the adoption of the Commission's 10-Point Action Plan 'For stronger European coordination on welcoming people fleeing the war from Ukraine', eu-LISA was designated to provide advice and support in the development and design of the **Registration Platform for the registration of migrants from Ukraine** under the Temporary Protection Directive. The platform developed by the Commission went live on 31 May, as planned. Moreover, since the end of March 2022, eu-LISA has been regularly attending the dedicated **IPCR (the EU Integrated Political Crisis Response arrangements) working-level Roundtable** meetings, a forum discussing the urgent actions needed for EU response to the war in Ukraine.

²² Proposal for a Regulation of the European Parliament and of the Council establishing a collaboration platform to support the functioning of Joint Investigation Teams and amending Regulation (EU) 2018/1726, COM(2021) 756 final.

During the reporting period, the Agency received **two high-level visits**: Commissioner Reynders visited eu-LISA technical site in Strasbourg on 14 February 2022, and on 21 March 2022, Commissioner Johansson visited eu-LISA Headquarters in Tallinn. In addition, on 28 March, the Executive Director of eu-LISA had a bilateral meeting with the Head of the Czech Permanent Representation to the EU, Ambassador Edita Hrdá, to discuss the Agency's support for delivering the priorities of the Czech Presidency of the Council of the EU.

The Agency continued the established tradition to hold an **annual meeting to present eu-LISA's annual priorities to its stakeholders** in the Member States, and to exchange views on the current and future activities. The annual meeting with JHA Counsellors took place on 5 April 2022, and with the heads of diplomatic missions to Estonia and senior Estonian officials on 6 April 2022. Due to the limitations imposed by COVID-19, both events were organised online.

Partnerships with EU Agencies

Throughout the first half of 2022, the cooperation with EU Agencies continued both at bilateral level and through several networks, in particular the **JHA Agencies Network (JHAAN)**, and the **EU Agencies Network (EUAN)**.

In the framework of **JHAAN**, eu-LISA, together with CEPOL and EUAA, is part of the **first Trio Presidency** formed for 2022-2024, following the recommendations stemming from JHAAN's 10-year Assessment Report. Through the Trio Presidency format, eu-LISA has substantially contributed to the shaping of the network's priorities, setting meeting agendas and elaborating its joint initiatives. Such close collaboration among the Trio partners allows for the continuity of overarching priorities for the whole network and enables a smooth transition between the Presidencies.

The JHAAN community was strongly engaged in assisting EU Member States in the context of the Russian war of aggression against Ukraine: on 7 March 2022, the network issued a joint statement on their engagement in terms of humanitarian support, respect for fundamental rights, management of EU external borders, visa measures, anticipation of hybrid threats, and reception of people fleeing war.²³ A joint paper on the **contribution of JHA agencies to the EU solidarity with Ukraine** was prepared and planned for publication in July. Furthermore, the Network continued to map the activities of its nine member Agencies in response to the COVID-19 pandemic. During the reporting period, eu-LISA participated online in two regular JHAAN contact point meetings and in one *ad hoc* meeting organised by CEPOL, the current chair. Furthermore, eu-LISA has agreed to contribute to the organisation of an upcoming JHAAN seminar, scheduled for 10 November 2022, on the greening of the environmental policies of JHA agencies.

Furthermore, eu-LISA attended the three regular high-level meetings, held online: Heads of Human Resources on 8 February 2022, Heads of Resources on 9 February 2022, and Heads of EU Agencies on 10 February 2022.

As regards **bilateral cooperation**, in June 2022, **CEPOL** and eu-LISA signed a three-year Cooperation Plan, covering 2022-2024, to reinforce collaboration in the provision of joint training courses and sharing expertise in areas of mutual interest.

By June 2022, the Agency finalised the drafting of the first **Working Arrangement with the European Union Aviation Safety Agency (EASA)** to support the implementation of the EES and the ETIAS Regulations, submitting the draft text to the Commission for opinion. In addition, the drafting of an annual Cooperation Agreement with CEPOL in the field of training was finalised. eu-LISA is also exploring possible added value of cooperation with the European Maritime Safety Agency (EMSA) in the context of the implementation of the EES and ETIAS regulations.

Close cooperation with **Frontex and Europol** continued, with a focus on the new systems – EES and ETIAS – and the interoperability architecture. **Eurojust** and eu-LISA collaborated mainly in the context of ECRIS-TCN and e-CODEX, and in the area of research, **co-authoring a report on the use of artificial intelligence** (cf. footnote 21).

EUAA and eu-LISA continued to share expertise and supported the work of the Dublin Network through planning the enhancement of the DublinNet security certificates. **FRA** and eu-LISA continued to consult each other on relevant reports and provide joint training courses. **ENISA** and eu-LISA, as well as CERT-EU, cooperated in the field of cyber security, while EIGE, BEREC and eu-LISA were in close contact both on cyber security and business continuity matters. Furthermore, EIGE supported eu-LISA on gender equality related topics.

²³ EU Justice and Home Affairs Agencies joint statement on Ukraine, 7/3/2022, available on: <https://europa.eu/YWhWPT>.

External communication

eu-LISA Communication focused on implementing the communication campaign dedicated to marking the **10th anniversary of the Agency**. This campaign has been used to provide additional visibility to eu-LISA and to highlight the Agency's accomplishments and achievements in the service of EU citizens over the past 10 years. eu-LISA's successes in various areas have been reflected in a **new video**, produced during the reporting period and disseminated through the networks of stakeholders to increase public awareness. The eu-LISA online presentation portal '**Discover eu-LISA 2.0**', aimed to provide the public and stakeholders with updated and easily understandable info on the Agency's work, is progressing well.

On top of the complex communication project of the 10th anniversary campaign, eu-LISA contributed to the Commission's EES/ETIAS communication campaigns as a member of the steering committee. In particular, eu-LISA pushed the **Carriers Registration campaign** across all its social media channels, to increase awareness and boost registration numbers including various visuals and information materials to support the different groups of carriers for their registration.

Over the past six months, eu-LISA also concentrated its efforts on strengthening **media relations** and further broadening its **online presence** across the website and social media channels. The briefing of a 10-member delegation from the most important Bulgarian media channels resulted in a series of interviews with eu-LISA's Executive Director. Comprehensive overviews about the role and tasks of eu-LISA were published in several national media outlets (German, Italian, French, Estonian) and eu-LISA Communication managed a total of **25 information requests and media enquiries** with multiple questions per each.

Altogether eu-LISA Communication published more than **20 specific highlights and press releases**, on average **25 social media posts per month** contributing to its own or EU joint initiatives. The number of eu-LISA's online followers kept its steady growth rate over the past six-month period: **LinkedIn + 61 %; Twitter + 27 %; Facebook + 17 %**.

Internal communication

eu-LISA continued to regularly share information on the COVID-19 pandemic to its staff. Altogether **24 situation reports** and guidelines were compiled and communicated to the Agency's staff across all locations.

eu-LISA continued to foster an efficient two-way communication between the management and the employees, as well as between the organisational entities, to keep the entire organisation well informed. In particular, it allowed to manage the growing concerns related to the pandemic and the war in Ukraine, and also strengthened the corporate culture by sharing eu-LISA 10-year common achievements. During the reporting period, the Agency internally published **23 newsletters**, **33 intranet news** items and organised **5 staff assemblies and 3 special briefings**, including the addresses from the Commissioner Johansson and the Head of the Commission's Representation in Estonia.

To highlight the common achievements accomplished during the first 10 years of eu-LISA's operation, internal communication prepared and launched a **special on-line photo exhibition 'Then and Now'**, and published **five dedicated interviews** and personal reflections to support engagement and strengthen organisational culture.

In the first half of 2022, the Agency offered regular support to its staff to make use of the new visual identity and implement the new corporate templates, **organised three special information sessions** with hands-on exercises and prepared a set of **12 step-by-step tutorials** to assist staff in practical matters to use the templates.

1.6.3. Human resources

In the first quarter of 2022, the Agency performed an **HR Diagnostic exercise**. The exercise aimed to assess the HR Unit tasks and performance. The exercise allowed eu-LISA to prioritise; set the foundations of the HR Strategy; identify potential efficiency gains and ensure that the HR unit initiates appropriate actions to offer the best possible services to internal and external stakeholders. An exercise report was prepared to include recommendations and next steps.

The first outcome of the exercise was the creation of a new **Talent Management Sector** within the HR Unit. The new Talent Management Sector is responsible for the strategic approach on competency-based human resources management. This includes both talent management and capabilities development. The sector is working with the whole employment lifecycle, from attraction, recruitment, onboarding, retention, career development to separation. The new entity is effective since 1 July 2022.

eu-LISA also continued its efforts to attract talent from all Member States and to promote the organisation as an employer of choice. In January 2022, eu-LISA was chosen to represent the EU Agencies Network at the **virtual career fair for International Organisations in Berlin**, which regrouped more than 60 International Organisations and counted more than 4,000 participants.

By the end of June 2022, the **total headcount** of the Agency's staff reached 323, from 310 at the end of 2021.

Table 1. Agency headcount on 1 July 2022

Staff population	Filled as at 31.12.2021	as at	Authorised under EU budget for year 2022	Actually filled as at 1.7.2022	Occupation rate for 2022 as at 1.07.2022
Temporary agent (TA)	193		215	197	91,63 %
Contract agent (CA)	107		167	118	70,66 %
Seconded national expert (SNE)	10		11	8	72,78 %
Total	310		393	323	82,19 %

The **annual learning plan** was defined for organisational level activities, while numerous sessions were delivered to the whole workforce, and on demand to specific units/sectors to make the best use of the 'learning concierge' service.

The **Annual Appraisal Exercise** was close to its successful completion in June 2022, and internal preparations for the Reclassification Exercise were ongoing, ahead of the usual schedule.

Probationary Period Assessment forms have been reviewed and are being implemented throughout the Agency and workshops have been organised for managers to increase awareness on the topic.

The migration to the cloud of iLearn, the Agency's internal learning platform, has been reaching its final phase. eu-LISA has also been working on the full digitalisation of its onboarding programme. Six e-learning modules are being developed and updated: 'Welcome', 'HR', 'Data Protection', 'Ethics and Integrity', 'Prevention of Harassment' and 'Finance and Procurement'.

To align its legal framework to the EU agencies' changing environment, the eu-LISA Management Board adopted new implementing rules to the **Staff Regulations on administrative inquiries** and the **revised Guidelines on whistleblowing**. The Board has also authorised eu-LISA to request a derogation from the Commission rules on working time and hybrid working. Additional steps will be taken by the Agency once a model decision, or a specific decision, is developed on this matter.

2. Major risks during the reporting period

In the first quarter of 2022, the Corporate Risks/Issues Management process evolved from an annual exercise to a **continuous approach** to collect and monitor corporate items. For this purpose, the impact and probability criteria have been refined and validated with the Manager in charge of risk management and internal control, in order to standardise and automatically qualify the items of potential corporate level.

Risks and Issues Registers have also been created at unit Level, addressing findings of the 2021 ICF assessment.

The status of the **Corporate Risks and Issues** is presented to Management Committee on a quarterly basis. In 2022, the reviews were provided at the beginnings of April and July.

Since the beginning of the year, two risks were closed and five new risks were added as corporate risks.

Table 2 shows the list of corporate risks as of July 2022. In addition to the information included in Table 2, the Corporate Risks Register includes for all risks a description of the risk response, with a timeframe for action, which is regularly reviewed and updated.

Table 2. Corporate risks

Risk ID	Corporate Risk Title	Probability	Impact	Owner and other contributors
2017-01	Targeted and successful external cyber-attack on the eu-LISA infrastructure.	3 – High	4 – Very High	Head of Security Unit
2018-01	Measures already taken might not be sufficient to ensure that the sizing of the data centre capacity will enable the Agency to host the future systems.	3 – High	4 – Very High	Head of Infrastructure Management Unit and Head of Corporate Services Department
2018-06	Breach of confidentiality: accidental public exposure of sensitive data when responding to requests for public information.	3 – High	4 – Very High	Head of Security Unit
2019-05	Lack of physical space available on time to accommodate crucial needs of the Agency.	3 – High	4 – Very High	Head of Corporate Services Department
2019-07	The Agency might be insufficiently prepared for the new Transversal Procurement paradigm that requires increased effort to manage the relationships of the different vendors involved. In addition, transition of legacy systems and the EES from framework contracts for maintenance in working order to transversal contract ecosystem might raise a cluster of risks.	3 – High	4 – Very High	Head of Programme and Project Delivery Unit / Vendor and Contract Mgt Sector
2019-08	Technical support model and capacity: the significant increase of requests addressed to the Agency's technical support functions after the entry into operation of new systems may lead to severe degradation of the technical support for new and existing systems	3 – High	4 – Very High	Head of Systems Operations Unit and Head of Security Unit and Head of HR Unit
2020-01	Insufficient legal checks	3 – High	4 – Very High	Head of Operations Department and Head of Corporate Services Department

2020-02	Capacity/ability of the Agency to check contracts and assess that it is not charged twice. Time overlapping and double charging of the same expert under different contracts could be a consequence if the Agency is unable to perform the necessary controls	3 – High	4 – Very High	Head of Programme and Project Delivery Unit / Vendor and Contract Mgt Sector and Finances Unit
2020-04	Operational level agreements – coordination of efforts in the same project/for the same system between multiple contractors in the transversal contract ecosystem	3 – High	4 – Very High	Head of Programme and Project Delivery Unit / Vendor and Contract Management Sector and Finances Unit
2020-05	Retained organisation is not aligned with the outsourcing model	3 – High	4 – Very High	Head of Programme and Project Delivery Unit / Vendor and Contract Management Sector
2020-06	Challenge to hire resources aligned with Agency's needs – Risk of not finding the 'right fit' for eu-LISA	3 – High	4 – Very High	Head of Human Resources Unit
2020-07	Slow cultural transformation, change in leadership	4 – Very High	3 – High	Head of Human Resources Unit / Talent Mgt Sector
2020-08	Maintenance in working order contracts not efficient enough for end of lifecycle hardware and software	3 – High	4 – Very High	Planning and Standards Unit and Infrastructure Management Unit
2020-09	Insufficient enforcement of the existing Quality Management System might prevent it to be, as expected, a key enabling factor for the Agency to achieve its strategic objectives	3 – High	4 – Very High	EPMO Sector and Governance and Capabilities Unit
2020-10	Insufficient integration of stakeholders within the collaboration model required by the Transversal Procurement approach	3 – High	4 – Very High	Head of Programme and Project Delivery Unit / Vendor and Contract Mgt Sector and EPMO Sector
2021-01	Misalignment between scope of a project and test plan as executed by the contractor (scope assurance)	3 - High	4 – Very High	Test and Transition Unit and Planning and Standards Unit and Programme and Project Delivery Unit
2021-02	Accurate, complete and updated System documentation is not kept in a central repository administered by eu-LISA.	3 - High	4 – Very High	Planning and Standards Unit and Programme and Project Delivery Unit
2022-01	TESTA-ng III framework contract might expire before the completion of migration to FPEN	4 – Very High	4 – Very High	Head of Infrastructure Management Unit
2022-02	People (eu-LISA personnel and contractors) might be exposed to high-level electromagnetic fields in the DC Basement	3- High	4 – Very High	Head of Operations Department and Head of Corporate Services Department
2022-04	Insufficient resources for management of EXTRA contracts	3 – High	4 – Very High	Head of Corporate Services Department

2022-05	Failure to forecast budget for CSI maintenance	4 – Very High	4 – Very High	Head of Corporate Services Department and Head of Operations Department
2022-06	EXTRA Lot 4, Administrative Support for the eu-LISA HQ Tallinn may, in spite of 50 % ceiling increase, be insufficient, based on current consumption patterns, before its expiration in November 2023	4 – Very High	4 – Very High	Head of Corporate Services Department

3. Budget implementation

3.1. Overview

This section outlines the consumption of commitment and payment appropriations of eu-LISA's budget in the first semester of 2022.

In accordance with the budgetary principles outlined in Chapter 2 of the Agency's Financial Rules, appropriations cover the requirements of a specific financial year and may be used only during that year (i.e. from 1 January to 31 December). However, commitments made against differentiated appropriations (i.e. operational expenditure) remain valid after the end of the financial year, and appropriations may be carried over under certain conditions, reflecting their multiannual nature.

In this chapter, the following codes are used to identify the fund source of appropriations:

- C1: Appropriations for the year (i.e. initial budget + amending budget ± transfers). These are 'fresh' appropriations, entered in the budget at the start of the financial year. These appropriations can be transferred. They can be supplemented by appropriations from an amending budget.
- C2: Non-automatic carryovers of appropriations;
- C3: Commitment appropriations carried over to be committed before 31 March;
- C4: Appropriations from internal assigned revenue of the year;
- C5: Appropriations from internal assigned revenue (carried over);
- C8: Carry forward of commitments (differentiated and non-differentiated) and payment (non-differentiated) appropriations.

When commitments are made against non-differentiated appropriations and the corresponding amounts have not been paid in full, the payments appropriations corresponding to the commitment outstanding amount are carried over automatically to the next financial year only. In this case, the fund source is then changed from C1 to C8. The appropriations are therefore carried over to the following year and the corresponding commitments are carried forward.

In the case of differentiated appropriations against which the amounts committed have not yet been paid, the commitments are carried forward automatically, as are the corresponding commitment appropriations (i.e. fund source C8). The payment appropriations, on the other hand, are not carried over, and other sources of funding will have to be found for the following year (i.e. fund source C1);

- C9: Carry forward of commitments without the corresponding payment (non-differentiated) appropriations;
- R0: appropriations from external assigned revenue (of the year and carried over).

3.2. Budget transfers

During the period January–June 2022, internal transfer operations were performed under Article 26 of the eu-LISA Financial Regulations. The rationale of the transfers was to ensure optimal budget allocation of commitment and payment appropriations. The Agency performed three transfers in accordance with Article 26(1) of the eu-LISA Financial Regulations (Table 3).

Table 3. Summary of budgetary transfers performed in the period January–June 2022 (in EUR)

Budgetary transfer No.	Budget Title	Title 1 Staff expenditures		Title 2 Infrastructure and operating expenditures		Title 3 Operational expenditures	
	Reference	Commitment Appropriation	Payment Appropriation	Commitment Appropriation	Payment Appropriation	Commitment Appropriation	Payment Appropriation
1	LIS.4351					Transfer within budgetary title	
2	LIS.4367	-984,000	-984,000	984,000	984,000	Transfer within budgetary title	
	LIS.4368					Transfer within budgetary title	
3	LIS.4371					Transfer within budgetary title	
TOTAL		-984,000	-984,000	984,000	984,000	0	0

Full details of each transfer are provided in the Table 4.

Table 4. Budgetary transfers January–June 2022 (in EUR)

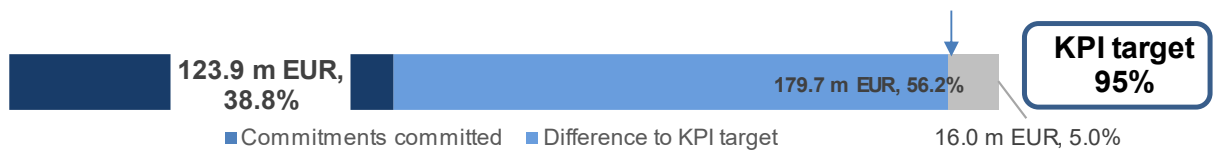
Budgetary transfer No.	Reference	Date	Budget Line	Commitment Appropriation	Payment Appropriation
1	LIS.4351	10/03/2022	B03100 SIS II projects	-1,500,000.00	-1,500,000.00
			B03101 SIS II operational maintenance	-6,000.00	0.00
			B03102 SIS II recast	1,506,000.00	1,500,000.00
			B03110 VIS/BMS projects	-3,808,608.02	0.00
			B03120 EURODAC projects	3,808,608.02	0.00
			B03130 EES projects	6,000,000.00	0.00
			B03131 EES operational maintenance	-6,000,000.00	0.00
			B03810 External Support	0.00	-146,955.00
			B03811 Consultancies and studies	0.00	146,955.00
			B03822 Schengen evaluations	49,500.00	49,500.00
			B03831 Training for Member States	-49,500.00	-49,500.00
2	LIS.4367	21/04/2022	A01110 CA salaries and allowances	-984,000.00	-984,000.00
			A01400 Annual medical checkup	31,000.00	31,000.00
			A01403 Social activities	-31,000.00	-31,000.00
			A02600 Information and Publications	984,000.00	984,000.00
			B03000 Shared System Infrastructure	19,000,000.00	19,000,000.00
			B03002 Back-up site - running costs	0.00	250,000.00
			B03003 Interoperability	-8,000,000.00	-8,000,000.00
			B03010 Wide area networks	0.00	-4,000,000.00
			B03102 SIS II recast	0.00	2,400,000.00
			B03110 VIS/BMS projects	0.00	-1,200,000.00
			B03120 EURODAC projects	0.00	340,000.00
			B03130 EES projects	0.00	3,500,000.00
			B03131 EES operational maintenance	-3,000,000.00	-6,500,000.00
			B03140 ETIAS projects	-4,000,000.00	0.00
B03150 ECRIS projects	-4,000,000.00	-5,790,000.00			

Budgetary transfer No.	Reference	Date	Budget Line	Commitment Appropriation	Payment Appropriation
	LIS.4368		B03000 Shared System Infrastructure	6,900,000.00	6,900,000.00
			B03101 SIS II operational maintenance	-2,300,000.00	-2,300,000.00
			B03111 VIS/BMS operational maintenance	-2,300,000.00	-2,300,000.00
			B03121 EURODAC operational maintenance	-2,300,000.00	-2,300,000.00
3	LIS.4371	28/06/2022	B03002 Back-up site - running costs	300,000.00	0.00
			B03003 Interoperability	0.00	-4,000,000.00
			B03100 SIS II projects	0.00	3,000,000.00
			B03102 SIS II recast	0.00	1,000,000.00
			B03110 VIS/BMS projects	-1,461,606.00	-2,000,000.00
			B03120 EURODAC projects	1,161,606.00	0.00
			B03130 EES projects	0.00	2,000,000.00
			B03140 ETIAS projects	0.00	2,000,000.00
			B03150 ECRIS projects	0.00	-2,000,000.00
			B03810 External Support	500,000.00	500,000.00
			B03831 Training for Member States	-500,000.00	-500,000.00

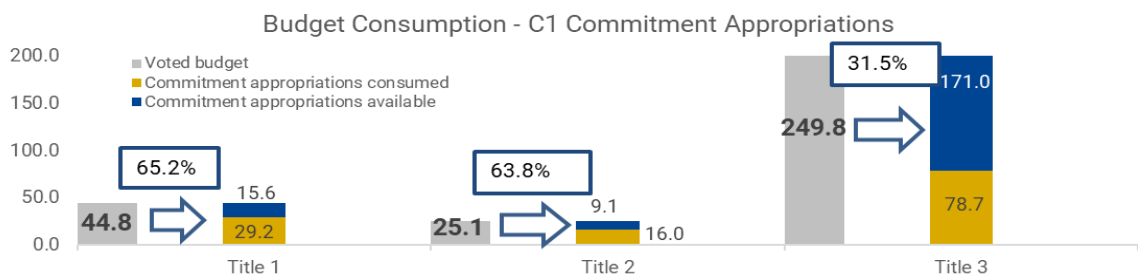
3.3. Overall implementation

The dashboard below provides an overview of the Agency’s budget implementation by performance indicators as at the end of June 2022.

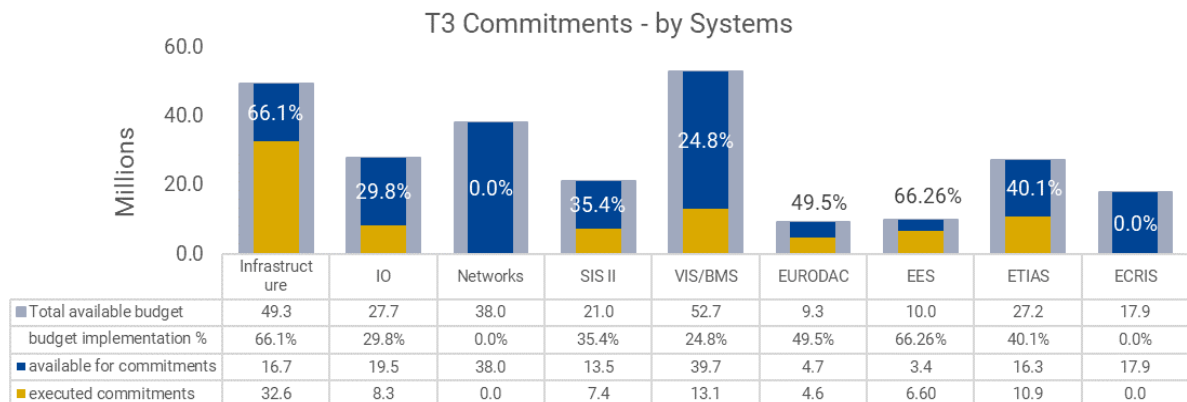
C1 commitment Appropriations Title 1–3	C1 Executed commitments Title 1–3	Implementation rate
319.6 m EUR	123.9 m EUR	38.8 %



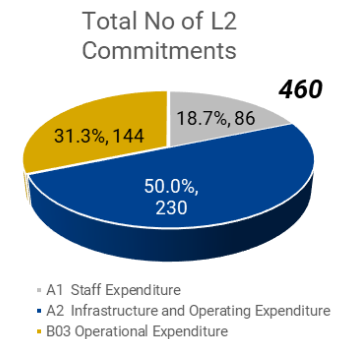
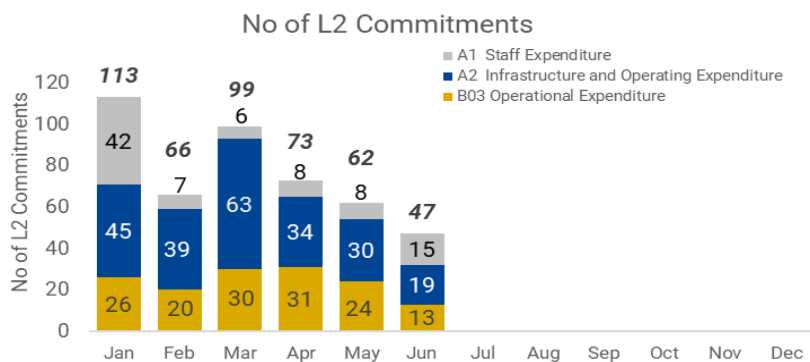
KPI 11 – 1. Budget consumption - C1 Commitment appropriations all titles



KPI 11 – 2. Budget consumption – Commitment Appropriations T3, all fund sources

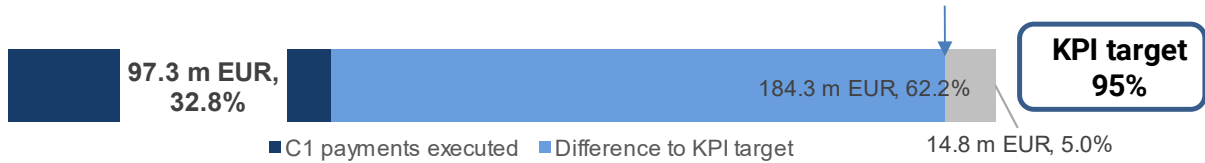


KPI 11 – 3. Total processed number of budgetary commitments

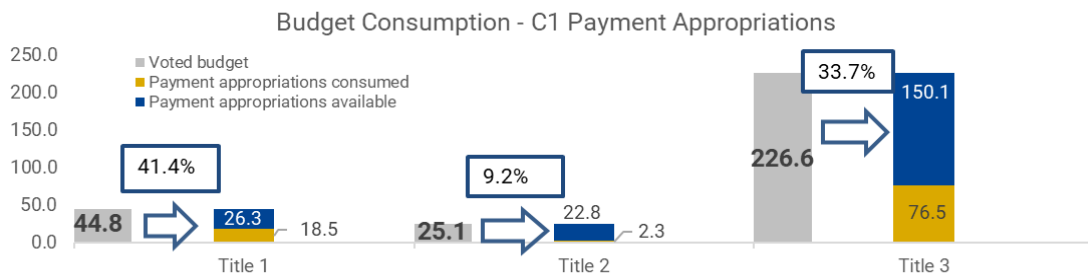


KPI 12 – Consumption of C1 payment appropriations (global)

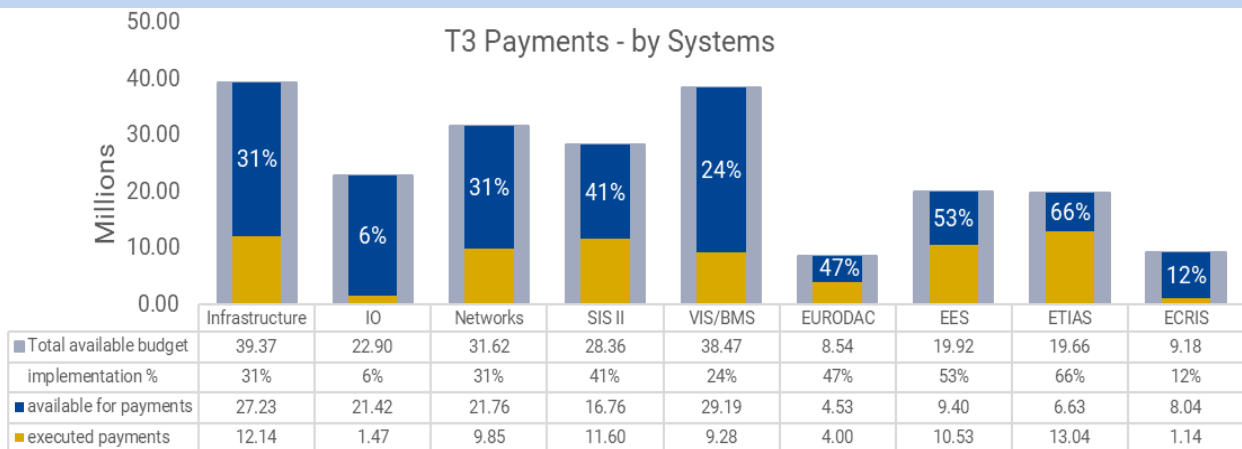
C1 Payment Appropriations Title 1-3	C1 Executed payments Title 1-3	Implementation rate
296.5 m EUR	97.3 m EUR	32.8 %



KPI 12 – 1. Budget Consumption – C1 Payment appropriations

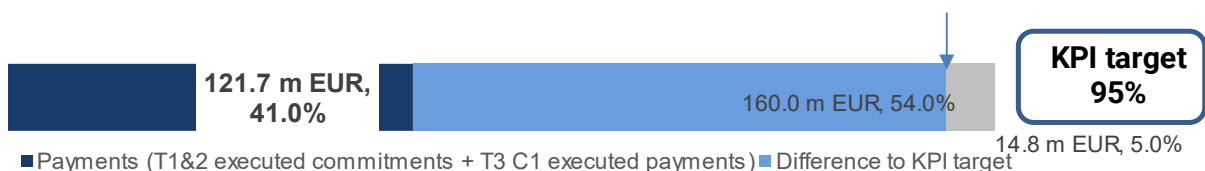


KPI 12 – 1. Budget consumption – C1 Payment appropriations

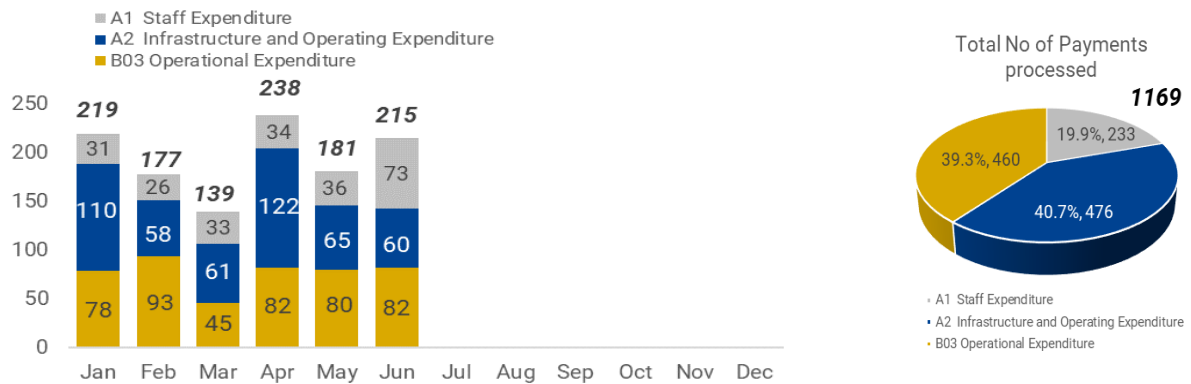


KPI 12 – 3. Payments' implementation rate

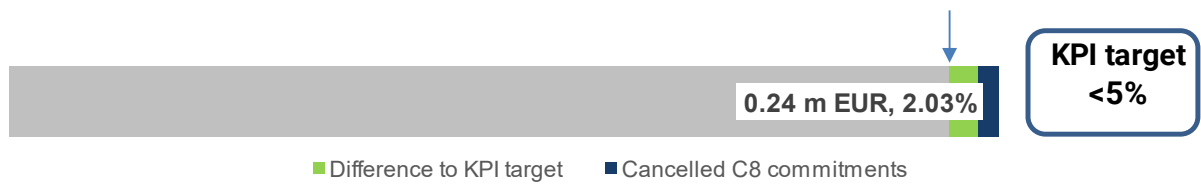
C1 payments appropriations Title 1–3	Consumed payments (T1 and T2 executed commitments + T3 C1 executed payments)	Implementation rate
296.5 m EUR	121.7 m EUR	41.0 %



KPI 12 – 4. Total number of payments processed

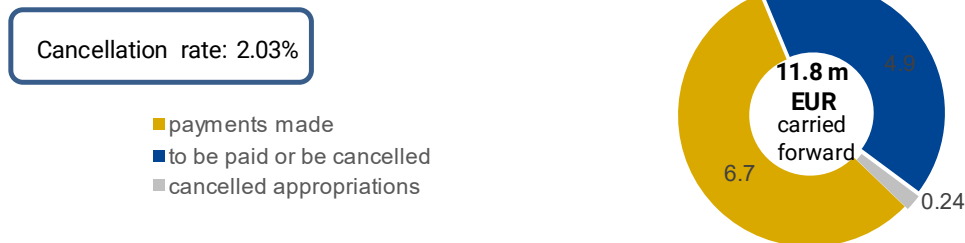


KPI 10 – Cancellation of C8 commitments in T1 and T2



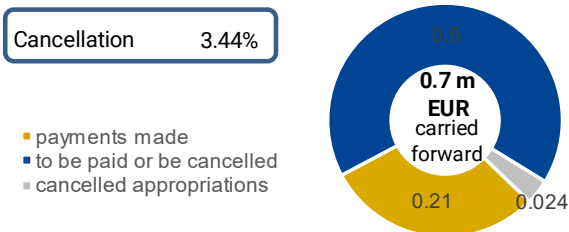
KPI 10 – 1. C8 commitments outstanding / C8 payments executed

C8 commitments outstanding / C8 payments executed (m EUR)

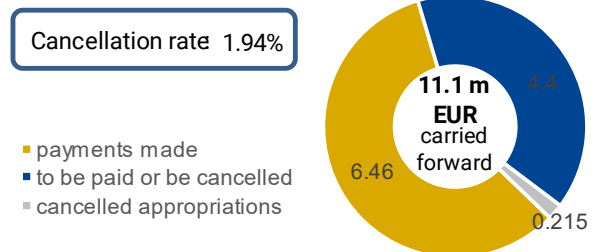


KPI 10 – 2. C8 commitments with open amount to be implemented by 12/2022

C8 commitments with open amount - T1



C8 commitments with open amount - T2



KPI 10 – 3. C8 Number of contracts with open amount to be implemented by 12/2022

	Number of contracts carried forward	Implemented	Outstanding	% of outstanding
T1 contracts	29	14	15	51.7 %
T2 contracts	196	87	109	55.6 %
Total T1 + T2	225	101	124	55.1 %

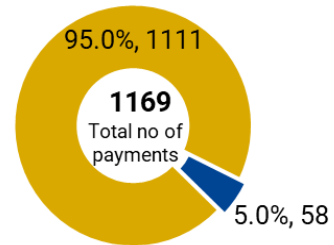
KPI 14 – Payments within statutory deadline



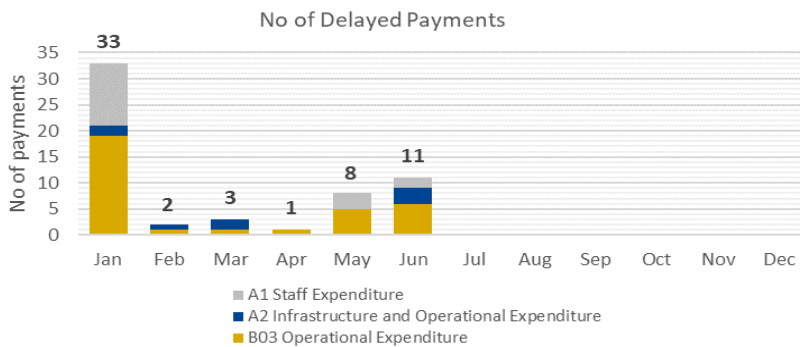
KPI 14 – 1. Number of payments within statutory deadline

Number of payments executed within statutory time limit: **95.0%**

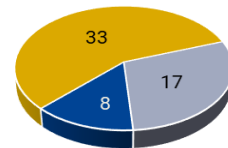
- Number of payments executed within statutory time limit
- No of delayed payments



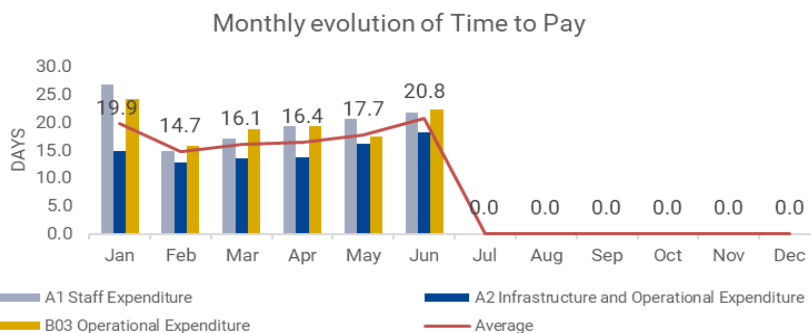
KPI 14 – 2. Delayed payments



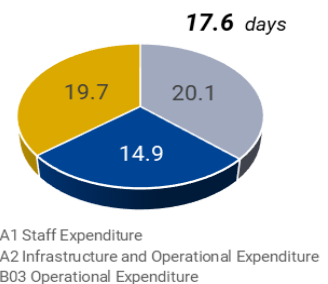
Total No of Delayed Payments
58 no of delayed payments
5.0% of the total payments



KPI 14 - 3. Monthly evolution of Time-to-pay



Average of Pay Time



The table below provides a detailed overview on the implementation of commitment and payment appropriations by title and fund source.

Title	Official Budget Title Description	Fund Source	Commitment				Payment			
			Commitment appropriation transaction amount (1) (EUR)	Executed commitment amount (2) (EUR)	Credit not used (3=1-2) (EUR)	% implemented (4=2/1)	Payment appropriation transaction amount (5) (EUR)	Executed payment amount (6) (EUR)	Payment credits available (7=5-6) (EUR)	% implemented (8=6/5)
A-1	Staff expenditure	C1	44,818,219.00	29,230,128.14	15,588,090.86	65.22 %	44,818,219.00	18,546,528.09	26,271,690.91	41.38 %
		C4	187.88	187.88	0	100.00 %	187.88	0	187.88	
		C8	701,254.89	677,111.26	24,143.63	96.56 %	701,254.89	210,318.17	490,936.72	29.99 %
A-1		Sum	45,519,661.77	29,907,427.28	15,612,234.49	65.70 %	45,519,661.77	18,756,846.26	26,762,815.51	41.21 %
A-2	Infrastructure and Operating Expenditure	C1	25,054,442.00	15,979,037.93	9,075,404.07	63.78 %	25,054,442.00	2,301,799.37	22,752,642.63	9.19 %
		C4	6,680.00	3,346.35	3,333.65	50.10 %	6,680.00		6,680.00	
		C8	11,103,993.42	10,889,016.86	214,976.56	98.06 %	11,103,993.42	6,462,826.15	4,641,167.27	58.20 %
A-2		Sum	36,165,115.42	26,871,401.14	9,293,714.28	74.30 %	36,165,115.42	8,764,625.52	27,400,489.90	24.24 %
B0-3	Operational Expenditure	C1	249,767,737.00	78,736,475.60	171,031,261.40	31.52 %	226,635,604.00	76,485,909.13	150,149,694.87	33.75 %
		C8	349,358,578.99	348,963,673.05	394,905.94	99.89 %	0	0	0	
		R0	47,735,942.05	6,900,000.00	40,835,942.05	14.45 %	47,735,942.05		47,735,942.05	
B0-3		Sum	646,862,258.04	434,600,148.65	212,262,109.39	67.19 %	274,371,546.05	76,485,909.13	197,885,636.92	27.88 %
TOTAL		Sum	728,547,035.23	491,378,977.07	237,168,058.16	67.45 %	356,056,323.24	104,007,380.91	252,048,942.33	29.21 %

The table below shows an overview of implementation by fund source.

Fund Source	Commitment				Payment			
	Commitment appropriation transaction amount (1) (EUR)	Executed commitment amount (2) (EUR)	Credit not used (3=1-2) (EUR)	% implemented (4=2/1)	Payment appropriation transaction amount (5) (EUR)	Executed payment amount (6) (EUR)	Payment credits available (7=5-6) (EUR)	% implemented (8=6/5)
C1	319,640,398.00	123,945,641.67	195,694,756.33	38.78%	296,508,265.00	97,334,236.59	199,174,028.41	32.83 %
C4	6,867.88	3,534.23	3,333.65	51.46 %	6,867.88		6,867.88	
C8	361,163,827.30	360,529,801.17	634,026.13	99.82 %	11,805,248.31	6,673,144.32	5,132,103.99	56.53 %
R0	47,735,942.05	6,900,000.00	40,835,942.05	14.45 %	47,735,942.05		47,735,942.05	
	728,547,035.23	491,378,977.07	237,168,058.16	67.45 %	356,056,323.24	104,007,380.91	252,048,942.33	29.21 %

4. Progress per programme

4.1. SIS operational management and recast

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
SIS maintenance	<ul style="list-style-type: none"> Several incidents affected the availability of the SIS central system. Two releases deployed in production 	Compliance with the SIS SLA and SIS-related corporate KPIs	Standard and specific SIS SLA met 100 % 99.99 % central system availability 99.95 % central system response time	Below target Major incidents affected the availability of the SIS.
SIS AFIS maintenance	<ul style="list-style-type: none"> Regular maintenance of the SIS AFIS was carried out. 	Compliance with the SIS AFIS SLAs	Standard and specific SIS AFIS SLA met 100 %	On target
SIS support to Member States	<ul style="list-style-type: none"> Successful deployment of 21_R1 release in production, which was originally planned for 2021 but shifted for this year. The switchover took place 29 June and the switchback was planned for 5 July but took place on 1 July due to incidents. Successful planning and completion of dedicated workshops with the Member States to prepare the SIS II 21_R2 (Recast) release. Detailed planning and operational activities were shared upfront with all Member States and explained during the meetings. Questionnaires asking for specific inputs and feedback to facilitate MS participation in the upcoming rehearsal and entry into operation activities were also shared and analysed. 	Quality and time of MS integration (if any) Adherence to the MS testing plan	No deviation from Member States National Systems testing plan	On target

New Search Engine and Oracle upgrade for SIS, improving availability and considering transcription aspects	<ul style="list-style-type: none"> ■ Migration of the MS to ElasticSearch started in January but rolled back due to configuration issues. ■ Migration rescheduled to July/August 2022 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: red, scope: green</p> <p>Delays incurred by the project in 2021</p>
Extended capacity of SIS	<ul style="list-style-type: none"> ■ Project not started, linked to interoperability 	Cost, schedule and scope	Green	<p>Below target</p> <p>Project postponed due to dependencies with other SIS projects and the interoperability programme</p>
Implementation of SIS AFIS Phase 2	<ul style="list-style-type: none"> ■ New AFIS architecture hardware installed ■ New AFIS architecture deployed on 29 June (release 21_R1) 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: red, scope: green</p> <p>Delay with the deployment of 21_R1 linked with previous delays in project</p>
New SIS legal framework implementation	<ul style="list-style-type: none"> ■ Progress with the PSAT, migration, SIRENE and CTE tests, but the tests were not concluded by the end of June 2022 ■ SIS ICD version 5 adopted by the SIS AG on 3 June 2022 ■ Updated version of the DEBS was prepared and planned for delivery in the third quarter of the year. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: red, scope: green</p> <p>Delay in development of the central system and with the Member States</p>
A new SIS II Central System release including return decision functionalities	<ul style="list-style-type: none"> ■ Project carried out together with the new SIS legal framework (cf. line above) 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: red, scope: green</p> <p>Delay in development of the central system and with the Member States</p>
SIS Evolution (projects, evolutions and studies)	<ul style="list-style-type: none"> ■ First step of DCC parallelisation project deployed as part of the 21_R1 release ■ Study to improve the DCC algorithm, completed on 30 June 2022. This study has analysed and proposed areas of improvement of the DCC algorithm. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: green</p> <p>Delays due to the late deployment of 21_R1</p>

C.SIS integration to ESP and MID and other interoperability components

- Project not started

Cost, schedule and scope Green

Other

Project postponed due to dependencies with other SIS projects and interoperability programme

4.2. VIS operational management and recast

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
VIS/BMS maintenance	<ul style="list-style-type: none"> ■ provide the Member States with VIS/BMS working in accordance with the VIS/BMS legislative framework and agreed SLA 	Compliance with the VIS/BMS SLA and corporate KPI	99.99 % VIS central system availability 100 % VIS central system response time	Availability KPI slightly below target as the current VIS setup requires 40 minutes of downtime to switch to the backup central unit, which are required to deploy the planned releases. Response time KPI on target
VIS Recast development	<ul style="list-style-type: none"> ■ Draft specifications, procure, design, test and integrate necessary functional and non-functional changes to the VIS in order to fulfil the requirements of the new VIS regulation 	Cost, schedule and scope	Scope: no deviation Budget: 5 % deviation Schedule: 5 % deviation	Scope and budget on target Schedule below target due to the late adoption of the revised Regulation and the complexity of the work on the secondary legislation.
Implementation of a VIS active-active architecture	<ul style="list-style-type: none"> ■ Identify a horizontal methodology for active-active setup for all core business systems ■ Decision to implement the active-active together with the VIS Recast by design 	Cost, schedule and scope	Scope: no deviation Budget: 5 % deviation Schedule: 5 % deviation	Scope and budget on target Schedule below target due to the late adoption of the revised Regulation and the complexity of the work on the secondary legislation.

4.3. Eurodac operational management and recast

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Eurodac - DubliNet maintenance	<ul style="list-style-type: none"> Provide the Member States with Eurodac working in accordance with the Eurodac Regulation and agreed SLA Renewal of DubliNET certificates 	Compliance with the Eurodac and DubliNet SLA and Eurodac-related corporate KPIs	99.99 % Eurodac central system availability 99.45 % Eurodac central system response time	Overall availability KPI with the value of 99.9 % is slightly below target mostly due to incident on TESTING network (external factor to Eurodac Central System that is not under control of eu-LISA). Response time KPI on target
Unplanned evolutions and associated support stemming from adaptive maintenance of the Eurodac and DubliNet	<ul style="list-style-type: none"> Kick off the implementation of Eurodac Minimal Upgrade project Start the project of migration to stronger certificates for DubliNET 	Cost, schedule and scope	Scope: no deviation Budget: 5 % deviation Schedule: 5 % deviation	Scope on target Budget and schedule within the tolerances

4.4. Operational management / Other

Project/task	Description of key achievements in the period	Performance indicators	Performance targets	Status of the performance indicators
24/7 1st level support for operational management of the systems – eu-LISA Service Desk	<ul style="list-style-type: none"> ■ Efficient and effective first-level support for core business systems and reliable communication for customers and stakeholders. ■ Active participation in the preparation of Operator Manual and Standard Operating Procedure for EES and EES Web Services ■ Contribution to the technical trainings with the Member States ■ Successful onboarding of new staff 	<p>Service Desk Performance indicators.</p> <p>Annual Customer Satisfaction survey.</p>	<p>For Service Desk Performance indicators: above 80 %</p> <p>For Annual Customer Satisfaction survey : above 80 %</p>	<p>The Service Desk continued to provide very good services for the Member States. The performance indicator was calculated to almost 100 %.</p> <p>2021 Customer Satisfaction Survey was successful. The participation rate was higher than 90 %, and the satisfaction level reached 95 %.</p>
24/7 2nd level application support for operation management of the Core Business Systems	<ul style="list-style-type: none"> ■ Active participation in releases deployment on production environment ■ Active follow up of issues related to production ■ Maintaining Oracle Exadata to supported versions ■ Participation in review/preparation for new systems: sBMS, EES. 	<p>Compliance with the operational SLA of the applications.</p> <p>Annual Customer Satisfaction survey.</p>	<p>System Availability: Green >= 99.99 %, Orange >=99.50 % and < 99.99 %, Red < 99.50 %</p> <p>For Annual Customer Satisfaction survey : above 80 %</p>	<p>SIS II: red (SIS II availability highly impacted by releases activities); VIS: green; Eurodac: green</p> <p>2021 Customer Satisfaction Survey participation rate exceeded 90 %, and the satisfaction level reached 95 %.</p>

Delivering the information security and assurance service for the CBSs

Information Security and Assurance

- Implement the relevant IAS and EDPS recommendations in the area of responsibilities
- Security requirements elicitation is ongoing for the ETIAS, sBMS, ECRIS-TCN and IO components
- A reference Enterprise Security Architecture model for the large-scale IT systems has been defined
- Security testing activities performed against the new systems (EES, VIS, sBMS)
- The Agency adopted during Q1 2022 the Digital Forensics Process and the ITSRM Security Risk management Methodology.

Security Operations and Response

- CSIRT-EULISA formally established via an ED Decision. Activity ongoing to enhance the maturity level, readiness and capabilities of eu-LISA's cyber security and defence posture against CERT-EU guidance and international standards and good practice.
- Processes and mechanism updated and developed for security monitoring, security incident management, secure configuration and hardening, and continuous vulnerability and patch management.
- Supported the secure implementation and operations for the security functionality of the core business systems.
- Further developing the security solutions and technology under the ownership and responsibility of security, for example, SIEM, PKI, Security testing tools into a Cybersecurity-as-a-service platform,
- Implementation of security operations improvements resulting from findings and recommendations from external audits and inspections.
- Worked on future enhancing the cyber security service management in terms of processes, service catalogue and technical documentation for requesting and consuming security services.
- Focus on the critical cyber security management actions in response to the increase of cyber threats

- (1) Percentage (%) of security objectives implemented as defined per legislation (1) 100 %
- (2) Percentage (%) of security incidents handled within the SLA within the response target (2) 100 %
- (3) Percentage (%) of security risk assessments done against Systems (design, development, production) (3) 100 %
- (4) Number of vulnerability scans performed on the information system portfolio annually (4) 2
- (5) Number of Cyber Security Exercises performed annually (5) 1

On target

ECRIS reference system maintenance

- eu-LISA presented in April the results of a security analysis of the ECRIS RI source code: the analysis revealed the presence of several vulnerabilities. eu-LISA worked on the preparation of options to solve the situation in collaboration with the Member States.
- Continuous support of the Member States for the upgrade to the version 1.7.1 of ECRIS RI.

Cost, schedule and scope

SLAs as defined in the service catalogue

Partially on target

The system was available and functioned well.

Action plans to remediate the discovered security vulnerabilities are under preparations.

eu-LISA ITSM framework processes run, regular measurement and reporting, continuous reviews and improvement of services and processes

- Regular follow up of processes KPIs via Quarterly and Annual report
- Annual processes KPI report for 2021 completed in March 2022 and adopted by the Management Committee in May 2022
- Support of process everyday run and reporting ;
- Consulting existing and new eu-LISA contractors on documents and points, related to eu-LISA service and process organisation

The respective processes KPIs.

The processes KPIs and the Customer Satisfaction Survey results.

On target
Q1 report for process KPIs prepared and validated.

Operate, plan and develop the business continuity aspects of large-scale IT systems

- Eurodac BC Plan drafted, reviewed by the Security Officers Network.
- sBMS BC Plan drafted, reviewed by the SON, obtained a positive opinion from the Interoperability AG.
- EES BC Plan drafted, reviewed by the SON, obtained a positive opinion from the EES AG.
- Drafting of the BCPs for the ETIAS, ECRIS–TCN and the rest of the interoperability components.
- Supporting eu-LISA operations and activities by addressing the specific incidents affecting them

(1) Number of exercises and tests that have achieved the planned objectives

(1) 1

On target

(2) % of approved Business Continuity/Disaster Recovery Plan for each large-scale IT system

(2) 100 %

Operational change management

- Qualification, implementation and post-implementation review of changes related to legacy CBS
- Change Management for upcoming CBS (EES, sBMS, Internet Zone)
- Progress and completion of several improvements of the process practical implementation

Annual KPI report

Stable amount of opened changes

On target
Difficulties in the processing of operational changes tickets for EES for all eu-LISA stakeholders

Release and deployment management and transition to operations	<ul style="list-style-type: none"> ■ Implementation of VIS-BMS release 22_ADP ■ Implementation of VIS-BMS release 22_R1 ■ Implementation of SIS II release 21_R1 	Delivery of the release plans	Release plans created and agreed in Q1	<p>Partially on target</p> <p>VIS-BMS 22_ADP: Entry into operation on target as per the release plan, however there were delays for the 'switchback' and the CU implementation due to Data Centre activities not related to the release.</p> <p>VIS-BMS 22_R1: Entry into operation on target as per the release plan</p> <p>SIS II release 21_R1: entry into operation delayed</p>
Security and business continuity exercise for SIS	<ul style="list-style-type: none"> ■ Following the request of the SIS AG, and the approval of the MB, the scope and objectives of the exercise were updated to exclude the Member States. ■ Preparatory phase is ongoing, two preparatory meeting took place and the planners already agreed on the main elements of the exercise. ■ The high-level exercise scenario has been prepared. The focus will be further on drafted the detailed incidents and injects, as well as putting in place the necessary processes for the execution phase (planned to take place in October 2022) 	Except the changes requested by the SIS AG concerning the initial scope of the exercise, approved by the MB and implemented by the exercise organisers, there has not been any deviation from the cost, schedule and scope of the project	The planned activities have been finalised 100 %. The overall implementation of the exercise-project is about 50 %	On target
EOPM Replacement - Impact Assessment/Study	<ul style="list-style-type: none"> ■ Preparation of the draft request for offer for the impact assessment study. The study will be ordered via the TEF Lot 1 framework contract. 	Cost, schedule and scope	Green	On target
BAU including carrier support	<ul style="list-style-type: none"> ■ On 7 March 2022 an important step was reached with the successful deployment in Production of the SM9 New Data Segmentation solution. This evolution of the eu-LISA's ITSM tool will improve allow more in the systems operation support. This enables the Agency to evolve from the siloed approach to a more dynamic approach, allowing greater interoperability between the core business systems and the related contractors. ■ On 20 June 2022, another update of SM9 was deployed in Production, consisting of the first set of enhancements deriving from the last services and processes review cycle. 	N/A	N/A	On target

Test management

- Regular meetings for coordination of testing, release and project activities
Organisation of a series of three Testing Expert Group (TEG) meetings. The TEG meetings had addressed the preparation of the end users for the testing of EES-VIS systems. The meetings attendance and interest shown in the topics discussed are indicating that the achievement is on target.
- Support and evolution of the test tools to increase adoption of new tool sets and automation: the Agency made available the MS cloud test tools to the end users, to streamline the management of incidents, defects, and issues reported by the users in their testing campaigns. This resulted in an increase in the usage of the tools and a centralisation of the reports.
- Keep the test policies and procedures aligned with the operational reality, service provision and needs of eu-LISA and the MS

Test phases result as expected (as per agreed risk levels). Requirements coverage.

Complete requirements coverage (100 %) and successful completion of test campaigns on schedule

On target

Value All support tasks were carried out on timely follow up of test campaigns and all requirements of new systems are collected and covered to the extent possible.

4.5. New systems/Innovation – Smart Borders

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Business relations, demand, change, requirement management between eu-LISA and its stakeholders (internal / external) using the IT systems (in operations or under development)	<ul style="list-style-type: none"> ■ All processes as approved by the Management Committee and the MB (the latter for the Demand Management process) are fully applicable in eu-LISA 2.0, as well as in the governance bodies established by the regulations. ■ All Governance Bodies activities were fully managed and timely performed. ■ All three interlinked BRMS processes functioned as per expectation and design. In particular, BRM process resulted to the initiation of numerous demand management requests, while the requirements management process is fully followed by all involved stakeholders. 	<p>1. Business Relations Management process ensures a structured interaction between the Agency, its internal and external stakeholders (MS, other Countries, EU and International Agencies, Industry from all business areas) and the Governance bodies (The AGs, the PMBs and the MB) for all activities mandated to eu-LISA.</p> <p>2. Requirement and Demand management processes are implemented in line with the eu-LISA internal process framework.</p>	<p>1. AGs reports and supporting material are delivered on monthly basis</p> <p>2. PMB reports and supporting material are delivered on monthly basis</p> <p>3. Business Requirements captured.</p>	<p>On target</p> <p>Value: 100 % for targets 1 and 2</p> <p>Value: 70 % for target 3</p> <p>All business requirements are captured in line with the requirements management (RM) process for the new systems (under development)</p> <p>The legacy systems (currently in operation) did not follow the RM process, as the latter was not present at the time of development of those systems. The RM process is planned to be implemented on them as follows: For VIS: from 2022 onwards (coverage: current and all evolutions). For SIS: from 2022 onwards (coverage: current and all evolutions). For Eurodac: upon adoption of the Eurodac Recast Regulation.</p>
Development of ECRIS-TCN	<ul style="list-style-type: none"> ■ Finalisation in March of the high-level design document. ■ In June, a mock-up of the user interface was presented to the Member States. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: green</p>

EES adjustments for interoperability components	<ul style="list-style-type: none"> ■ Dependencies with the interoperability components were under elaboration ■ Draft ICD towards EES shared with MS ■ ESP ICD draft under review by eu-LISA 	Cost, schedule and scope	Green	<p>Below target</p> <p>Schedule: the needed clarifications of the scope and the contractual setup created delays</p> <p>Cost: dependencies with interoperability components create a risk on hardware, software (off-the-shelf) and development costs</p> <p>Scope: the scope required clarification due to dependencies with interoperability components</p>
EES BMS maintenance - active-active setup	<ul style="list-style-type: none"> ■ Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation. 	Compliance with the EES BMS SLA and EES BMS related corporate KPIs	100 % compliance with the KPIs defined in the EES BMS SLA	<p>Other</p> <p>Activity not started</p>
EES BMS maintenance - hardware	<ul style="list-style-type: none"> ■ Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation. 	Compliance with the EES BMS SLA and EES BMS related corporate KPIs	100 % compliance with the KPIs defined in the EES BMS SLA	<p>Other</p> <p>Activity not started</p>
EES BMS maintenance – software	<ul style="list-style-type: none"> ■ Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation. 	Compliance with the EES BMS SLA and EES BMS related corporate KPI-s	100 % compliance with the KPIs defined in the EES BMS SLA	<p>Other</p> <p>Activity not started</p>
EES core implementation	<ul style="list-style-type: none"> ■ Start of the common system solution testing with EES, updated VIS and sBMS ■ ICD version 7 delivered on 14 February 2022. It contained changes stemming from the SST execution. ■ Start of the preparations for the compliance tests. ■ Preparation of the first EES Operation Manual 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: yellow, schedule: red, scope: yellow</p> <p>There is an overall delay for the entry into operation. The testing campaigns have been delayed by several months which generates additional costs and effort also due to the interdependency between the various EES work streams (sBMS, VIS, Web services).</p>

EES maintenance	Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation.	Compliance with the EES SLA and corporate KPI	Compliance with the EES SLA and corporate KPI	Other Activity not started
EES/ETIAS web services implementation finalisation	<ul style="list-style-type: none"> ■ Organisation of monthly working group with carriers until April 2022 ■ 676 air carriers, 47 sea carriers and 91 land carriers registered as of 30 June 2022 ■ The Agency worked on the preparation of contracts for the development of carriers registration and support tools and services, transition into operation and operation of a cloud simulator. The contractor is delayed in the timely provision of the technical and financial offers for the online registration and support tools and the transition into operation. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: yellow</p> <p>Changes to the cost have been discussed with the contractor in the context of the EES/ETIAS web services evolution.</p> <p>Scope: green</p> <p>Schedule: red</p> <p>Chip outage in IT industry, and pandemic-related restrictions created a three-month delay in the implementation of the infrastructure.</p> <p>Because of lack of chip availability, the creation of the test environment for carriers was planned for Q1 2022 but is expected in Q4 2022.</p> <p>Needed alignment between the finalisation of the legal base activities and the requirement work stream.</p>
EES/ETIAS web services maintenance	Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation.	Compliance with EES/ETIAS Web Services SLAs and related corporate KPI	Standard as well as specific EES/ETIAS Web Services SLAs met in full i.e. 100 %.	Other Activity not started

ETIAS implementation

- ICD version 9.1 delivered to the Member States on 2 June
- Completion of the fifth iteration of the ETIAS software mock-up in April
- Delivery on 31 March of the first version of the central system simulator

Cost, schedule and scope Green

Below target

Cost: green, schedule: red, scope: yellow

Delays in the delivery and installation of hardware components are affecting the schedule. External dependencies for shared components are also affecting the schedule.

The scope was affected by the consequential amendments and the need to develop components that could not be reused from other projects (e.g. some software components for the NUI and some components of the Interoperability Layer/ Business Continuity Services – IL/BCS)

ETIAS maintenance

Activity not started, the maintenance will start at the end of the full system acceptance, 6 months after the entry into operation.

Compliance with the ETIAS SLAs and related corporate KPIs

Standard and specific ETIAS SLAs met 100 %

Other Activity not started

4.6. New systems/innovation – Interoperability

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Central repository for reporting and statistics (CRRS) development	<ul style="list-style-type: none"> ■ CRRS ICD version 3 submitted to the Member States, version 4 is under development ■ Software architecture document approved on 16 June 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: yellow</p> <p>Delays in deliverables in affecting the schedule.</p>

Common identity repository (CIR) development	<ul style="list-style-type: none"> ■ CIR requirements and high-level design documents were approved ■ CIR-MID ICD version 5 shared with the MS on 11 May 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: yellow</p> <p>Delays in initiation and planning phases are affecting the timeline for development and testing</p>
Continuation of new service and process definitions as part of the eu-LISA's ITSM framework	<ul style="list-style-type: none"> ■ preparing and realising product and service catalogue and Process model update; ■ new processes definition for Corporate and Governance services; ■ revision and updated of existing processes; 	Cost, schedule and scope	Green	<p>On target</p> <p>The project progress is on track, according to the Project Plan.</p>
European search portal (ESP) development	<ul style="list-style-type: none"> ■ ESP ICD version 5 shared with the MS on 13 May ■ Implementation of ESP central system simulator completed 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: green</p> <p>Estimated delay of three months for the design documents</p>
Implementation of the interoperability between EES and VIS	<ul style="list-style-type: none"> ■ VIS and EES can exchange information as per legal basis 	Cost, schedule and scope	Green	<p>On target</p> <p>Waiting for EES readiness to proceed with compliance testing and entry into operations</p>
Implementation of the interoperability between ETIAS and VIS (consequential amendments ETIAS)	<ul style="list-style-type: none"> ■ Contractual setup ongoing 	Cost, schedule and scope	Green	<p>On target</p> <p>ETIAS go-live has been postponed to end 2023</p>

Multiple identity detector (MID) development	<ul style="list-style-type: none"> ■ MID requirements and high-level design documents were approved ■ CIR-MID ICD version 5 shared with the MS on 11 May 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: yellow, scope: yellow</p> <p>Delays in initiation and planning phases are affecting the timeline for development and testing</p>
Preparation of ECRIS-TCN development in sBMS	<ul style="list-style-type: none"> ■ Preparation of ECRIS-TCN related functional requirements ■ Design of biometric subsystem ■ Capacity and performance requirements reassessed 	Cost, schedule and scope	Green	On target
Preparation: sBMS impact on MID	<ul style="list-style-type: none"> ■ Define short term (temporary) approach for MID-related sBMS biometric and system performance (accuracy targets, operation performance for both border and non-border use-cases) 	Cost, schedule and scope	Green	On target
USK maintenance	<ul style="list-style-type: none"> ■ The scope of the USK Maintenance contract was satisfactorily implemented. ■ Several new USK version were created and provided to Member States in the first half of 2022. ■ eu-LISA and the contractor agreed on the maintenance roadmap for the coming year. 	Operational SLA	Compliance with the operational SLA	On target
VIS sBMS functional integration/data migration and increased availability	<ul style="list-style-type: none"> ■ Development of VIS biometric functionalities under sBMS was completed ■ Testing phase is ongoing 	Cost, schedule and scope	Green	On target
Improvements / development of the biometric portfolio	<ul style="list-style-type: none"> ■ The strategy for the harmonisation of biometric vocabularies was drafted, the need, constraints and possibilities were discussed both with some MS and on the Biometric Working Group. ■ eu-LISA successfully completed the 'Improvement of synthetic accuracy datasets' project, resulting in the creation of candidate accuracy datasets (fingerprints and facial images) and related generation scripts. ■ ISO, in joint collaboration with BSI has started the implementation of the future standardised facial image quality algorithm called OFIQ. eu-LISA participated in the kick-off meeting and will continue to actively support and follow-up the process. 	Number of highly prioritised fields studied	N/A	On target
		Number of solutions found		

EES BMS / sBMS implementation)	<ul style="list-style-type: none"> ■ sBMS included in January 2022 in the common system solution testing with EES and the updated VIS ■ System solution testing of the isolated sBMS started on 2 June ■ Updated sBMS data protection impact assessment submitted to the EDPS on 4 February. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: red, scope: yellow</p> <p>Delays have affected the installation of sBMS hardware components. The schedule was also affected by dependencies with common EES components.</p>
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4.7. New systems/innovation – Others

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Application Lifecycle Management (ALM/SDLC) implementation	<p>The implementation has not started.</p> <p>Current ALM/SDLC is in the design phase (Phase 1).</p>	0	Integrated CBS 80 %	<p>Other</p> <p>The implementation has not started.</p>
Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS interconnection	<ul style="list-style-type: none"> ■ On 18 January, a contract was signed for the SIS interconnection with ETIAS. ■ The project started its analysis and design phase. 	Cost, schedule and scope	Green	<p>Below target</p> <p>Cost: green, schedule: amber, scope: amber</p> <p>Delays due to late hardware deliveries and interdependencies with other interoperability projects.</p>
Implementation of the roadmap for Artificial Intelligence	<ul style="list-style-type: none"> ■ Stable version of the Roadmap for Artificial Intelligence presented to the Management Committee ■ Feasibility study for the implementation of AI within the scope of CRRS/ETIAS launched. 	Cost, schedule and scope	Green	<p>On target</p> <p>Scope and schedule defined</p>

Implementation of the roadmap for standardisation	<ul style="list-style-type: none"> ■ Implementation of the Action Plan is progressing according to the timeline ■ 2nd progress report was submitted according to the timeline and was endorsed by the IXIM WP of the Council in June. 	Cost, schedule and scope	Green	<p>On target</p> <p>Out of the 54 actions of the action plan, seven have already been implemented and the rest are in progress.</p>
Enterprise architecture continuum - establishing an interoperability architecture	<ul style="list-style-type: none"> ■ Global enterprise architecture (EA) and standards, and Architecture principles implemented ■ Update and improvement of the technology catalogue ■ Link with the TEF contractors established at EA level. 	Implementation of Phase 3:	100 %	<p>On target</p> <p>100 %</p>

4.8. Infrastructure

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Continuation of integration of the single integrated monitoring solution with the event management process, covering all the systems in operation	<p>The first steps of the Event Management project, i.e. the Event Management Process definition and the impact assessment study, have started in January 2022. The main achievements in the period are:</p> <ul style="list-style-type: none"> ■ Definition of the Event Management process in relation with the service and process management sector. ■ Identification of the framework contract to use for the impact assessment study (TEF Lot 1). ■ Consolidation of the project scope and draft project plan. <p>Preparation of the tender documents for the impact assessment study that are currently under review by the relevant eu-LISA's stakeholders.</p>	Cost, schedule and scope	Green	On target
Application management services	<ul style="list-style-type: none"> ■ Advices and document reviews have been performed for the systems in the Agency's perimeter, in order to increase quality level of application design. 	Document review perform in due time	Targets defined by projects	On target

Support of Application Lifecycle Management (ALM) platform and related tools (Build pipeline, testing tools)	<ul style="list-style-type: none"> ■ Support the onboarding of sBMS and VIS4 on the platform ■ Preparation to integrate EES, ETIAS and ECRIS-TCN 	Platform continuously available to support the activities on ALM, no project or release activity impacted due to the availability of the tools and the data	0 % impact on the planned project, release and operational activities	On target
Initiate a software engineering capability	<ul style="list-style-type: none"> ■ Performed review some intermediate deliveries from contractors, in terms of code quality (build and unit test, documentation, automated and manual code reviews) 	Process in place and code reviews done in time.	Defined by projects	On target
Network operations services	<ul style="list-style-type: none"> ■ Network availability operated according to SLA ■ Network development started for EES, VIS4, sBMS, web services 	Service Level Indicators for the operational processes	Network services shall be available as per SLAs. Incidents, problems, changes and releases are implemented in accordance with SLAs.	On target
Communication infrastructure services	<ul style="list-style-type: none"> ■ Network availability operated according to SLA 	Compliance with communication infrastructure SLAs	Communication infrastructure meeting SLA's	On target/ 99.99 %Migration to new TESTA provider did not start because Commission did not sign the new Framework contract yet
Transition to new TESTA network	<ul style="list-style-type: none"> ■ Work did not start yet 	Migration to new TESTA provider in accordance with the time schedule, adherence to requirements causing minimal business interruption Cost, schedule, quality	Green	Other Migration to new TESTA provider did not start because Commission did not sign the new Framework contract

CU and BCU operational activities and evolutions / improvements	<ul style="list-style-type: none"> ■ Support for forecasting and planning of all DC-related activities to all stakeholders ■ CU-DC1: Structured cabling implementation and rack layout optimisation regarding the cooling ■ CU-DC1: Deployment of the PDU network (Live power consumption data) ■ CU-DC1/BCU: Assets data upload into DCIM (Nlyte), accessible to IMU in PRD (EUWS) ■ CU-DC1: Optimisation of power installations ■ CU-EXT MDC1: Contract awarded for the connectivity between MDC1 and DC1 ■ Technical PIR's as a service to keep adherence to standards ■ Support to the projects on standards, legal and regulatory obligations ■ Close collaboration with Asset Management to get full control ■ Using DC Web Services to identify costs for a service 	<ul style="list-style-type: none"> • A DC environment under full control • Support for forecasting and planning of all DC-related activities • Support for implementing changes • Incidents and problems to be resolved within the service level targets; • Service levels and warranties to be delivered • Keep adherence to standards, legal and regulatory obligations • More business opportunities able to demonstrate control of assets and services • The ability to identify the costs for a service. 	All services available 24/7	On target
BCU operational and running costs	<ul style="list-style-type: none"> ■ Maximise the available cooling capacity in OTM BCU by adjusting the hydraulics and pumps ■ ITM connectivity for Network and SAN between R09 and new R08 ■ Second room ITM operational ■ Basement OTM prepared for operation ■ Power installations under full control ■ DC accesses and deliveries are under control and transparent for all stakeholders using DCSS Web Services ■ Planning for site extension done 	All Services are available Availability of Data Centres resources (cooling, power)	BCU site up and running 24/7	On target
Continuation of data centres reorganisation activities	<ul style="list-style-type: none"> ■ CU/BCU: DC access control using DCSS Web Services ■ CU/BCU: Delivery follow-up and registration using DCSS Web Services ■ Management and optimisation of the DC floor space ■ Publishing of regularly updated DC floorplans ■ Power/cooling issue addressed and possible solutions developed 	Cost, schedule, scope	Green	On target DC floor space consolidation in the frame of the removal of the legacy racks for CU=SR09 and BCU=SR16 in progress
Oracle maintenance renewal	<ul style="list-style-type: none"> ■ Renewal completed in time 	Renewal in time before expiry of the licence end date	No financial exception related to the renewal	Renewal done in time without issues

Adaptive maintenance of the centralised infrastructure	<ul style="list-style-type: none"> ■ Several HP firmware upgrade completed ■ Checkpoint firewall upgrades ongoing ■ Oracle EOL replacement initiated 	At the beginning of the year an adaptive maintenance plan will be set under TEF contract	TBD	On target
Corrective maintenance and monitoring of the centralised infrastructure	<ul style="list-style-type: none"> ■ Handling of incident and request as per SLA 	Uptime of the central Infrastructure platform	99.9 % uptime excluding schedule maintenance	On target
HW and SW maintenance renewal of the centralised infrastructure	<ul style="list-style-type: none"> ■ HW and SW renewal of CSI items done as planned 	All items under maintenance and exchanged at EOL.	Items maintenance without	On target but the prices have increased by 12 % due to inflation.
Operational management / administration of the infrastructure of test systems	<ul style="list-style-type: none"> ■ Active operational management of test systems started ■ Resolution of various incidents 	Test systems availability	99.9 % between 09:00 to 17:00	On target
Operational management CBS 2nd line infrastructure support	<ul style="list-style-type: none"> ■ 2nd Line support ongoing 	System availability	99.99 %	On target
Operational management of the CMDB	<ul style="list-style-type: none"> ■ Configuration management procedure in place ■ Update of CMDB ongoing 	CSI CI data off line are 90 % in sync with online CMDB.	90 %	below target 50 % No resources available for configuration management
Operational management: change implementation	<ul style="list-style-type: none"> ■ Change implementations ongoing 	Pending tickets	<50 pending	below target >200 pending changes on infra Too short resourcing for infra
Operational management: EUWS support	<ul style="list-style-type: none"> ■ Acquisition of EUWS infrastructure ■ Provision of EUWS endpoints and related services 	Service availability	99.9 %	On target

Operational management: integration testing	<ul style="list-style-type: none"> Infrastructure tester resource hired Definition of infra test cases started 	Defects detected in integration test.	TBD	On target
Operational management: platform administration	<ul style="list-style-type: none"> Deployment ongoing for several new CBS 	Availability	99.99 %	below target/responsibilities for OCP and pipeline administration still unclear
Operational management: system engineering	<ul style="list-style-type: none"> Designing of infrastructure of new CBS 	not applicable	not applicable	On target
Acquisition of new storage solution	<ul style="list-style-type: none"> Market survey and selection done Storage acquired Implementation ongoing 	Cost, schedule and scope.	Green	On target

4.9. Corporate activities – Corporate IT

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Administration and maintenance of corporate IT applications	<ul style="list-style-type: none"> PD Tool 2024-2026 deployment (incl. changes, reporting, plugin to Power BI, etc.) Development of Project Board Action List support tool Development of Service Desk Contact List export tool 	Availability of the services	- Timely delivery of the service and related support - 90 % uptime of the related applications	On target
Administration and maintenance of corporate IT networks and communications	<ul style="list-style-type: none"> Improvements made to ICT infrastructure under the scope of the Network and Security Modernisation project. New email security appliance (Cisco Iron Port) replaced and a new Wi-Fi self-registration portal deployed in Tallinn and Strasbourg premises- Illkirch building included. Upgrade of the interconnection link between Tallinn and Strasbourg to 1GB/s via the new Exicon contract – Roc16. Internet service delivered to Brussels via the Exicon contract – Roc39 	Availability	90 %	On target

Administration and maintenance of corporate IT systems and storage	<ul style="list-style-type: none"> ■ Continuity of services provision to end users via the regular maintenance and updates of systems (Servers, Operating Systems, ICT Services) ■ Installation of latest security patches on ICT infrastructure (VMWare infrastructure, Windows Servers, NetApp storage nodes, etc.) ■ All end-user applications and software upgraded to the latest version in order for the Agency to take advantage of the new features ■ All hardware updated to the latest firmware and drivers in order to avoid any malfunctions of the systems. ■ Creation of topology diagrams for all systems infrastructure, technical documents, processes to support the new contract of Managed ICT Services. 	Availability	90 %	On target
Corporate IT infrastructure and applications migration to cloud	<ul style="list-style-type: none"> ■ Programme initiation ■ Business case completed included scope and timeline ■ Project plan and Project Controls 	Corporate IT Infrastructure successfully migrated to the Cloud. All Applications successfully migrated to the Cloud.	The project is delivered within the agreed scope, budget and timeframe.	On target
ITIL implementation in corporate IT services	<ul style="list-style-type: none"> ■ Definition of the IT Service Structure and the selection of ITIL roles and role owners ■ Analysis of As-Is process and definition of To-Be process ■ Definition of process interfaces , process control and detailed design of the processes 	Cost, schedule and scope	Green	On target

<p>Enterprise Content Management</p>	<ol style="list-style-type: none"> 1. Implementation of a document management system (DMS): project plan prepared, completion of the DMS evaluation study project, request for service for the project implementation 2. Documents and records management system data migration: activity planned to start in Q1 2024 3. New eu-LISA intranet: activity planned to start in Q3 2023 4. New eu-LISA website: project plan prepared, completion of the NWS evaluation study project 5. Mail registry: activity planned to start in Q1 2024 6. Public document registry implementation: activity planned to start in Q3 2023 7. Setup, execution and monitoring of the Agency's workflows: Activity planned to start in Q1 2023 	<ol style="list-style-type: none"> 1. Documents Management system available to the Agency. 2. Completion of Data Migration 3. New Intranet available to the Agency. 4. The project is delivered within the agreed scope, budget and time frame. 5. Delivery of the mail registry functionality 6. Public Documents Registry available to the Agency. 7. Delivery of the workflows 	<ol style="list-style-type: none"> 1. The project is delivered within the agreed scope, budget and timeframe. 2. The project is delivered within the agreed scope, budget and timeframe. 3. The project is delivered within the agreed scope, budget and timeframe. 4. Green 5. The project is delivered within the agreed scope, budget and timeframe. 6. The project is delivered within agreed scope, budget and timeframe. 7. The project is delivered within the agreed scope, budget and timeframe. 	<ol style="list-style-type: none"> 1. On target 2. Other, start in 2024 3. Other, start in 2023 4. On target 5. Other, start in 2024 6. Other, start in 2023 7. Other, start in 2023
<p>Management of information services</p>	<ul style="list-style-type: none"> ■ Adoption of the ED Decision on the eu-LISA Long Term Preservation Policy and Procedures ■ Administration of ARES Records Management System ■ Management of the Information management Services and related team support 	<p>Timely delivery of the service and related support</p>		<p>On target</p>
<p>Procurement of corporate ICT equipment, infrastructure and services</p>	<ul style="list-style-type: none"> ■ Internet services negotiated procedure in Tallinn was launched and completed in due time. ■ Procurement procedures for New Servers and Network equipment to replace the End of Life devices timely submitted and processed. ■ Annual Microsoft licenses order timely submitted and processed. 	<p>Adherence to the agreed budget and time.</p>	<p>Timely delivery of the service</p>	<p>On target</p>
<p>Provision of end-users with IT support (Service Desk)</p>	<ul style="list-style-type: none"> ■ Continual Service Improvement by daily monitoring of the active tickets and response time to closure ■ Reconfigure the categories for the tickets to improve reporting ■ Configuration to provide the mechanism of escalation to level 2 support of issues and problems 	<p>End-user satisfaction</p>	<p>90 %</p>	<p>On target</p>

4.10. Corporate activities – Other

Project/task	Description of key achievements in the period	Performance Indicators	Performance Target	Status of the performance indicator
Corporate Management				
Operations department governance, planning and reporting	<ul style="list-style-type: none"> ■ Draft SPD 2023-2025 timely including the contribution from OD adopted by the eu-LISA MB on 25 January ■ Consolidated Annual Activity Report 2021 timely including the contribution from OD adopted by the eu-LISA MB on 22 June ■ Multiannual planning review exercise concluded by 31 May 	<ul style="list-style-type: none"> ■ (1) Draft SPD 2023-2025 adopted on time; ■ (2) MB adopts the final SPD 2023-2025 without major amendments in 2022 ■ (3) Timely submission of the reports ■ (4) MB adopts the Interim Report and the Consolidated Annual Activity Report (CAAR) 2021 in due time 	<ul style="list-style-type: none"> ■ (1) Draft SPD 2023-2025 adopted by 31 January ■ (2) The proposals for amendments by the MB as a precondition for adoption do not exceed 5 % of the number of the proposed activities and 5 % of the budget. ■ (3) Reports submitted not less than 14 calendar days before the meeting of the Advisory Groups/Management Board; ■ (4) MB adopts the Interim Report and the CAAR 2021 as per the legal deadline 	On target

Providing legal advice to eu-LISA	<ul style="list-style-type: none"> ■ 250 requests handled for internal legal advice. ■ Legal review of documents, including Decisions of the Executive Director and of the eu-LISA Management Board, policies and inter-institutional agreements (e.g. with ENISA, CEPOL, Frontex, EASA). ■ Regarding public access to documents, the Agency has handled 14 initial requests.. On 24 March 2022, the Management Board of eu-LISA adopted the decision No 2022-090 on the practical arrangements regarding public access to the documents held by the Agency. eu-LISA organised an awareness session on public access to documents for all staff on 6 May 2022. ■ The Legal Sector was involved in the review of award decisions in procurement procedures above the threshold of EUR 140 000. ■ The Agency signed framework contracts with law firms for the provision of legal advice and representation services. ■ eu-LISA has handled three complaints submitted under Article 90(2) of the Staff Regulations and three administrative inquiries. ■ The European Courts adjudicated in favour of the Agency in three cases in which eu-LISA was involved as a defendant: T-338/20, T-661/20, T-568/20. Additionally, the hearing for case T-217/21 was held in April 2022 and eu-LISA now awaits the relevant judgment. 	Provision of legal advice and opinions on time.	n/a	On target
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Implementation of the annual internal audit plan	<ul style="list-style-type: none"> ■ IAC provided assurance on the management of ABAC access rights at eu-LISA; ■ IAC provided accurate information on the status of implementation of audit recommendations. ■ IAC finalised the updated description of its processes and performance indicators. 	Percentage of processes with assured outputs meeting targets within tolerances; Percentage of processes receiving independent review;	At least 80 % of reviewed operational processes meet targets within tolerance; At least 30 % of Agency's operational processes are reviewed annually	n/a
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Maintaining the accounts of the Agency	<ul style="list-style-type: none"> ■ eu-LISA Final Annual Accounts of 2021 adopted by the Management Board on 23.06.2022, and published on the Agency website. 	Timely delivery of provisional, consolidated and final accounts to the Budgetary Authority and the ECA	Reporting deadlines set by the Financial Regulation and the Accounting officer of the Commission	On target
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Official appraisal based on the CMMI model	<ul style="list-style-type: none"> ■ Bilateral meetings with the managers for finalisation of a plan with specific actions, owners and deadlines 	Agency awareness of the CMMI approach	Maturity level of relevant process areas	On target The activity is performed on time with no scope nor budget deviation
Operate and evolve PPM capability and related processes	<ul style="list-style-type: none"> ■ Governance: <ul style="list-style-type: none"> ○ Revision of the Programme Boards Rules of Procedure completed ○ Presentation of the Compliance checks results ○ Weekly dashboards on the projects execution ○ Monthly Corporate Steering Committee meetings ■ Process: <ul style="list-style-type: none"> ○ Evolution of the Corporate Risks/issues Management process ○ Review of the PM Methodology and establishment of a Programme Management Framework on-going ■ Tools: <ul style="list-style-type: none"> ○ Continuous improvements of Planview and ProjectPlace features deployed ○ Development of customised reports/dashboards ■ People: Regular Introduction sessions to the time recording with Planview and one EP MO On-boarding presentation delivered in March 2022 ■ Daily support to the PPM Tool users and training/awareness sessions according to the new features or evolutions implemented 	Achieving objectives cascaded by line managers	N/A	On target Progress recorded as planned

Data protection

Cooperation with the EDPS and DPOs of other EU institutions and bodies (Data protection function: Cooperate)

- Package from eu-LISA with implemented recommendations from EDPS Opinion on sBMS DPIA of 4 November 2021 sent to EDPS within the deadline (4 February 2022).
- Answers to EDPS' additional questions on sBMS-EES Accuracy Measurement DPIA sent by eu-LISA within 15 working days from the request (22 June 2022).
- Dedicated meetings between eu-LISA and EDPS on specific data protection topics (February and March 2022 on recommendation #27 from Eurodac audit; May 2022 on ETIAS screening rules; 3 June 2022 on Accuracy Measurements for the sBMS-EES).
- In January and April 2022, DPO attended JHA DPO network meetings chaired by CEPOL.
- In June 2022, DPO attended 50th EDPS-DPO network meeting.
- In June 2022, VIS, SIS and Eurodac Supervision Coordination Groups (SCGs) were updated on state of play of the systems by eu-LISA DPO.

Requests from the EDPS are handled and fulfilled. Consultations with EDPS are held at their request or at the DPO's initiative and fulfilled. Number of SCG meeting attending by DPO of eu-LISA. Number of DPO network meetings attended or organised by DPO of eu-LISA; Number of JHAA DPO network meetings attended or organised by the DPO of eu-LISA.

80 % of Requests from the EDPS are handled and fulfilled; 60 % of Consultations with EDPS are held at their request or at the DPO's initiative and fulfilled; 85 % of SCG meeting are attended by DPO of eu-LISA; 100 % of DPO network meetings attended by DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA; 100 % of JHAA DPO network meetings are attended by the DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA.

On target

More than 80 % of Requests from the EDPS are handled and fulfilled;

More than 60 % of Consultations with EDPS are held at their request or at the DPO's initiative and fulfilled;

More than 85 % of SCG meeting are attended by DPO of eu-LISA;

100 % of DPO network meetings attended by DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA;

100 % of JHAA DPO network meetings are attended by the DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA.

Drafting the annual work report 2021 and reporting the intermediate status on Data protection compliance to the Management Board (Data protection function: Inform)

- Annual Work Report 2021 submitted to eu-LISA Management Board for information and published in accordance with the legal requirements.
- Intermediate status report on data protection presented to eu-LISA Management Board.

Deliverables provided according to the agreed deadlines.

Deliverables provided two weeks before the MB meetings.

On target

Annual Work Report 2021 was delivered to the Management Board according to the agreed deadlines.

Annual Work Report 2021 was also published on eu-LISA website.

Intermediate status on data protection compliance presented to Management Board in March 2022.

Monitoring Data protection compliance

- Reports on the status of the implementation of the recommendations of the data protection audits - either internal or external - presented to the Executive Director of eu-LISA.
- eu-LISA DPO's follow-ups on the Action Plan regarding EDPS SIS and VIS 2018 Inspection Report that was received in April 2020: Internal follow-up sessions were organised quarterly, Follow-up reports submitted to EDPS in Q1-2022 and Q2-2022, Follow-up reports presented to ED of eu-LISA and ACFC in February and June 2022.
- eu-LISA DPO's follow-ups on the Action Plan regarding EDPS Eurodac 2019 Inspection Report that was received in March 2021: Internal follow-up sessions were organised quarterly, follow-up reports submitted to EDPS in Q1-2022 and Q2-2022, follow-up reports presented to ED of eu-LISA and ACFC in February and June 2022.

Reports presented to the Executive Director of eu-LISA;

EDPS data protection audits are carried out smoothly in eu-LISA premises and the annual data protection survey carried out in a timely manner and within no more than 5 months.

On target

The performance indicator is updated to take into account:

1. eu-LISA DPO's follow-ups on the Action Plan regarding EDPS SIS and VIS 2018 Inspection Report that was received in April 2020.
2. eu-LISA DPO's follow-ups on the Action Plan regarding EDPS Eurodac 2019 Inspection Report that was received in March 2021

Organising data protection activities (Data protection function: Organise)

- Data Breaches:
 - Register of data breaches is kept up-to-date;
 - Timely notification to Executive Director and EDPS;
 - Template of data breach report is reviewed and updated regularly;
 - Intranet page on data breach is reviewed and updated regularly;
- Processing activities as data controller:
 - Register of processing activities as a controller is kept up-to-date and made public straight away;
 - Related templates are reviewed and updated regularly;
- Processing activities as data processor:
 - Register of processing activities as data processor is under construction;
- Related templates are created;

Update frequency of the public register of processing activities of eu-LISA - Article 31(1) of the Data Protection Regulation; Days to log a data breach in the register from complete and validated data breach report.

The public register of processing activities of eu-LISA - Article 31(1) of the Data Protection Regulation - is updated, at least, once per month; The data breach register is updated within 15 working days from complete and validated data breach report.

On target

The public register of processing activities of eu-LISA - Article 31(1) of the Data Protection Regulation - is updated straight after a new record is notified to DPO;

The data breach register is updated within 15 working days from complete and validated data breach report.

Provide recommendations and give advice to responsible staff on matters concerning the application of Regulation (EU) 2018/1725

- Data Breaches (3):
 - Close support and advice to controller and responsible staff.
- Register of processing activities as data controller (4 published records):
 - providing advice and assistance to controller with new records of processing activities.
- Support and recommendations to product owners of SISII, VIS, Eurodac and EES on creation of records as data processors.
- Support and recommendations to data controllers on international transfer clauses and data controller-processor agreements.
- Continuous advice and recommendations on data protection impact assessments (DPIAs).

Number of fulfilled requests for DPO advice received from business owners.

80 % of the received requests for DPO advice are submitted at an early stage of the project; 60 % of the received requests for DPO advice are fulfilled; 60 % of the received requests for DPO advice are fulfilled within the agreed time;

On target

More than 80 % of the received requests for DPO advice are submitted at an early stage of the project;

More than 60 % of the received requests for DPO advice are fulfilled;

More than 60 % of the received requests for DPO advice are fulfilled within the agreed time;

Raising Data protection awareness

- Maintained/Increased understanding of the members of eu-LISA staff on data protection concepts, obligations and rights.

Number of sessions held on data protection and personal data breaches; Volume of Data Protection general awareness material disseminated via internal communication tools (e.g. News&Info, email, intranet, etc.)'

Minimum 15 general awareness informative notes communicated to the whole staff during the year by making use of internal communication tools

On target

1. Training sessions

- On Data Protection Day, one special session on general data protection awareness. (100 participants)

- one session on data protection for newcomers. (25 participants in April)

- One-on-one coaching sessions to comply with their obligations as data controllers or processors under the new data protection Regulation.

2. Newsletters: 8 weekly eu-LISA newsletters issued, including 8 news items on data protection.

3. DPO intranet: continuous reviews and updates.

Stakeholder management				
Stakeholder engagement and policy coordination	<ul style="list-style-type: none"> ■ Close cooperation with a wide range of stakeholders ensured; support provided in different domains as expected ■ Bilateral Working Arrangements and Cooperation Plans with stakeholders drafted and implemented; active participation in and contribution to the JHA Agencies Network (JHAAN) and EU Agencies Network (EUAN) ensured; ■ Coordination of policy matters of relevance on topics of joint interest with stakeholders ensured 	<p>High quality and efficiently handled stakeholder relations</p> <p>High quality representation of eu-LISA at EUAN, JHAAN and bilateral meetings</p> <p>Quality and timeliness of the support extended to stakeholders</p>	<p>Implementation of the Single Programming Document, different eu-LISA strategies as well as Working Arrangements and Memoranda of Understanding</p>	<p>On target</p>
Implementation of eu-LISA Internal Communication Action Plan	<ul style="list-style-type: none"> ■ Timely and regular COVID-19 crisis communication performed and a repository of the documents about crisis impact on eu-LISA working arrangements created to ensure awareness ■ Two-way communication between management and the growing number of employees efficiently managed in various formats (events, publications) to share up to date administrative/operational/social info and strengthen organisational culture ■ Special information sessions prepared and carried out to support transition to the new Visual Identity and adoption of new corporate templates. 	<p>Compliance of the Annual Internal Communication Action Plan with the set milestones and time-schedule.</p>	<p>Annual Internal Communication Action Plan is implemented according to set milestones, defined deadlines and objectives</p>	<p>On target</p>

<p>Implementation of the External Communication and Information Action Plan</p>	<ul style="list-style-type: none"> ■ Timely implementation of the 'eu-LISA 10' communication campaign activities and actions ■ Strategic implementation of the EC's EES and ETIAS communication campaign plan with special focus on the Carriers information and communication actions ■ Strengthened media relations and enlarged online/social media outreach maintaining the positive image of the Agency 	<p>Ensure that content production follows the approved editorial workflow and quality standards, print and online production requirements are met by the contractors and performance is carried out in compliance with the set quarterly milestones of the 2022 Annual External Communication Action Plan; The eu-LISA web-based visibility and engagement-level are regularly measured through web-analytics and social media monitoring tools; The satisfaction rate of the participants with the event management is measured through evaluation sheets.</p>	<p>All mandatory corporate publications and general public information materials are published as foreseen in the 2022 External Communication and Information Action Plan in line with the set EU institutional standards and linguistic requirements; 100 % of the information requests submitted via the website are answered in line with the European Ombudsman guidelines. Web-analytics show positive evolution towards the baseline and overall data from previous year; The satisfaction rate of the participants with event - management is steadily high; 100 % of media enquiries are responded to in line with EU requirements and set standards.</p>	<p>On target Value: LinkedIn + 61 %; Twitter + 27 %; Facebook + 17 %</p>
<p>Policy monitoring, coordination and development to represent eu-LISA at the EU Institutions, Agencies and other fora; stakeholder management in the JHA domain within the mandate of eu-LISA, and acting as a translator between technical and legal communities.</p>	<ul style="list-style-type: none"> ■ Preparing briefing notes, position papers, speeches and analyses in areas of eu-LISA's competence ■ Representing eu-LISA at a wide range of meetings ■ Coordinating matters of mutual interest with stakeholders 	<p>Comprehensive and timely policy coordination and development High-level representation of eu-LISA at Working Groups, Committees and other expert meetings High quality contribution to policy and other documents</p>	<p>High quality, efficient and timely implementation of policy monitoring, coordination and development as well as stakeholder management. High quality and timeliness of the contribution to stakeholder meetings, bilateral agreements, reports, notes and other documentation High quality and timeliness of eu-LISA's support to stakeholders in a wide range of matters, differentiated according to need and resources</p>	<p>On target</p>

<p>Timely administrative support for the Advisory Groups</p>	<ul style="list-style-type: none"> ■ Meetings delivered according to the annual calendar approved by the MB 	<p>Meetings delivered as planned; Stakeholder overall satisfaction rate measured in stakeholder satisfaction survey.</p>	<p>Meetings organised as required by the MB; All Advisory Group meetings, scheduled for the first half of 2022 were delivered on time (altogether 27 AG meetings, including 3 extraordinary meetings) – Target Above 95 % Overall satisfaction higher than 70 % with regard to the organisational and secretarial support provided.</p>	<p>On target Meetings organised: 100 % Satisfaction rate calculated at the end of the year</p>
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<p>Timely administrative support for the Management Board</p>	<ul style="list-style-type: none"> ■ Meetings delivered according to the annual calendar approved by the MB ■ All <i>ad hoc</i> meeting requests of subgroups and various working groups have been organised 	<p>Meetings delivered as planned; Stakeholder overall satisfaction rate as measured in satisfaction survey.</p>	<p>Meetings organised as required by the MB; All three Management Board meetings, scheduled for the first half of 2022, plus one extraordinary meeting, were delivered on time. – Target Above 95 % Overall satisfaction higher than 70 % with regard to the organisational and secretarial support provided</p>	<p>On target Meetings organised: 100 % Satisfaction rate calculated at the end of the year</p>
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<p>Human resources management</p>				
<p>Competency and capability development related to operations</p>	<ul style="list-style-type: none"> ■ Training plan was defined for organisational level courses ■ Info sessions were delivered for the entire staff, and on demand to specific units/sectors ■ The number of individual training requests has increased as of opposed to the first half of 2021 (i.e. Staff followed up the info sessions with a training request). 	<p>Identified by the annual training plan organised; General satisfaction level.</p>	<p>90 % of the training plan activities implemented; Satisfaction level above 85 %;</p>	<p>KPI1 is below target. 60 % of the trainings planned have already been scheduled – remaining to be organised in second half of the year. KPI 2: 85.5 % – on target.</p>

<p>Further consolidation of the Agency following change, growth and transformation with focus on personnel administration, digitalisation of HR services and recruitment.</p>	<ul style="list-style-type: none"> ■ Conclusion of 1st priority UAT (user acceptance) testing of the HR Reporting in Sysper in accordance with the project roadmap for the digitalisation of the HR services. ■ Adoption of the revised Guidelines on whistleblowing and of the new rules on Administrative Inquiries. ■ Concluded work on digitalising process of submitting relevant declarations or requests for the implementation of the rules on prevention and management of Conflict of interest. 	<ul style="list-style-type: none"> a. Ratio (%) of administrative resources to operational resources; b. Absenteeism rate (%) within reporting period (average number of sick leave days per employee, percentage of staff on long-term sick leave, percentage of staff not taking sick leave); c. Annual Percentage (%) of the staff turnover; d. New KPIs concerning prevention of conflict of interest: number and percentage of Declaration of interests submitted, of which on time; number and percentage of Declaration of Interests evaluated; number and percentage of preventive measures or decisions limiting participation taken in compliance with the rules; e. Occupancy rate. 	<ul style="list-style-type: none"> a. 20 % of administrative posts and 70 % of operational posts; b. absenteeism rate targets: fewer than 15 days, fewer than 10 %, more than 15 %; c. below 5 % of staff turnover; d. 100 % submitted and >80 % in time; more than 90 % of Declaration of Interests evaluated, no target set for the third evaluation; e. Occupancy rate more than 90 %. 	<ul style="list-style-type: none"> a. 74 % operational posts and 16 % administrative support and coordination posts – Beyond the target. b. Absenteeism rate will be calculated and presented for the whole year. The current ratio of staff on a long sick leave is 2 %, which is on target. c. 3.4 % - On target. d. Final data will be presented in a final report, because deadline for concluding the 2022 exercise is still due. Current figures are 295, 89 % of submitted declarations, 291, 88 % submitted on time, 295, 100 % evaluated, 4, 1 % with measures. Generally, this KPI is on target except the first figure, which is lower due to absences or leaving eu-LISA. e. 82.19 % - Below the target. This is due to the organisational turnover.
<p>Organisational development and cultural transformation</p>	<ul style="list-style-type: none"> ■ Engagement survey conducted in February with the overall score of 7.3 ■ Competency Based Human Resources Management workshops with all the units took place between January and June. The input from the workshops is being consolidated into a report. ■ HR Diagnostic exercise performed to assess the HR services and adapt based on the organisations requirements. 	<p>Staff engagement survey results; Performance of staff; Evaluation criteria of cultural transformation project</p>	<p>Staff Engagement survey results above 7.5; Average performance of staff</p>	<p>Staff Engagement survey result of 7.3 is below the target of 7.5, with variations in results by Unit and by Department. Average performance of staff figure is not yet available;</p>

Finance and procurement

Execution of the procurement and acquisition plan

- The Agency's acquisition needs have been addressed in compliance with statutory obligations and within the planned budgetary framework.

Efficiency of procurement processes - number of cancelled procedures;

Acquisition management: procurement projects on schedule – number of procedures planned vs. number of procedures launched

Target level of **KPI 17** is **below 25 %**

Target level of **KPI 18** is defined **above 60 %**

On target

KPI 17: 12.5 %

KPI 18: 89.4 %

Internal control, procedures, audits related to finances and procurement

- All checklists and workflows for financial transactions are in line with the Agency's Financial Rules.

A comprehensive and coherent set of procedures cover the main business processes in the financial and procurement area.

80 % of procedures listed in the Unit annual work plan are produced.

On target

Timely delivery of services related to budgetary, asset and financial management

- The budget implementation is followed-up in due time and all services are provided in accordance with defined standards.

No major disruption of services attributable to internal organisational issues;

KPI 10: Cancellation rate of payment appropriations

KPI 11: Rate (%) of budgetary commitments implementation;

KPI 12: Rate (%) of payment implementation;

KPI 14: Ratio (%) of payments completed within the statutory deadlines

The target level of KPI 10 is defined at <5 %;

The target level of KPI 11 is defined between 95 % to 99 %;

The target level of KPI 12 is defined at >95 %;

The target level of KPI 14 is defined between 90 % to 100 %.

On target

■ 2.03 % (**KPI 10**)

■ 38.8 % (**KPI 11**)

■ 32.8 % (**KPI 12**)

■ 95 % (**KPI 14**)

Corporate security

Delivering the information security and assurance service for corporate infrastructure

<ul style="list-style-type: none"> ■ Supported the secure implementation and operations for the security functionality of the corporate infrastructure ■ Contractual preparations for the transition to the Managed IT Security framework contract ■ Executed ongoing adaptive improvements to the security monitoring infrastructure ■ Focus on the critical cyber security management actions in response to the war in Ukraine ■ Execution of the Service Agreement with CERT-EU 	<p>Percentage (%) of security objectives implemented as defined per legislation; Percentage (%) of security incidents handled within the SLA within the response target; Percentage (%) of security risk assessments done against Systems (design, development, production); Number of vulnerability scans performed on the information system portfolio annually; Number of Cybersecurity Exercises performed annually</p>	<p>100 %; 100 %; 100 %; 2; 1</p>	<p>On target</p>
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Operate, plan and develop the business continuity/disaster recovery/emergency response parts of the security and continuity management

<ul style="list-style-type: none"> ■ Adoption of the report on the corporate business continuity exercise 2021 ■ Continuous monitoring and response to the COVID-19 outbreak 	<p>The BC controls cover all the business areas of eu-LISA; The BC plans are tested and the tests demonstrate the effectiveness of BC controls in place.</p>	<p>The BCMS covers 100 % the eu-LISA business areas; At least one exercise is run to test the corporate resilience of the organisation;</p>	<p>On target</p>
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Operate, plan and develop the horizontal elements of the security and continuity management

- Organisation of 15th SON meeting
- Organisation of 3 meetings of the Cooperation Group
- Organisation of security and health and safety annual trainings

Security policies required by the Agency regulation and the regulations of the systems are adopted; Security Awareness Framework is developed for n+1 year; Annual security training is organised; Outreach events with external stakeholders organised

By Q4/2022 adopt at least 80 % of the planned security policies required by the Agency regulation and the regulations of the systems; By Q4/2022 develop the Security Awareness Framework for n+1 year; Minimum of 80 % of the planned annual security training is organised for the Agency personnel and first respondents; At least one outreach event is organised with external stakeholders on security and business continuity matters.

On target

Operate, plan and develop the protective elements of the security and continuity management

- Access Policy drafted
- Procedures for stand-by duty adopted
- Management of security clearances
- Ensure continuous security of the agency premises
- Maintenance of security systems
- Implementation of security controls for the temporary premises
- Adoption of policy on the criteria for Personnel Security Clearances

Protective security measures comply 100 % to the risk assessment, eu-LISA rules and regulations and the ISO standards.

Security management in place at the two sites; Ensuring physical security levels of eu-LISA's premises and security for eu-LISA missions, activities and personnel at acceptable levels of risk, in line with the relevant rules and regulations, and risk assessment outcomes.

On target

Facilities management

Second extension of eu-LISA operational premises in Strasbourg

- Building programme updated
- Quality control on the call for tender for design services
- Power capacity study performed
- Tender documentation for a market survey of modular data centre solutions was prepared

Cost, schedule and scope

Green

On target

Facility environmental management	<ul style="list-style-type: none"> ■ Road map for EMAS certification defined ■ Only green energy is used for the electricity 	Environmental indicator	90 %	<p>On target</p> <p>Overall energy consumption has decreased compared with previous years (datacentre excluded)</p> <p>Reduction of paper consumption</p>
Facility health and safety management	<ul style="list-style-type: none"> ■ Preliminary assessment and road map defined 	Increase in the satisfaction of the employees with the working conditions and environment	90 %	On target
Facility operations and services	<ul style="list-style-type: none"> ■ Premises were cleaned and sanitised according to the standards ■ Facilities were regularly maintained, optimised and were operational ■ Facilities provide full support to the core businesses 	Conformity to applicable standards	All Agency locations are compliant with applicable standards	On target
Logistics and office supplies services	<ul style="list-style-type: none"> ■ Implementation of a space allocation project ensuring additional 100 workplaces for MWO contractors ■ Relocations and improvements to the workspace in the Strasbourg and Illkirch premises ■ Design of an outsourced study on long term implementation of the Activity-Based Workplace principle in all site 	<p>Adherence to the required scope, budget and time</p> <p>Business continuity</p>	Adherence to the required scope, budget and time	On target
Management and support of missions' services	<ul style="list-style-type: none"> ■ Organisational operations for the enhancement of the effectiveness of the mission portfolio ■ Payment done on time after ABAC registration 	Number of missions accomplished on time when requests submitted on time via mission tool.	100 %	On target
Operational management of corporate services	<ul style="list-style-type: none"> ■ Provided efficient support for business services and service delivery ■ Planned and allocated organisational and project resources in CSU activities 	<p>End user experience;</p> <p>Management of resources</p>	90 %	On target

General coordination				
Contribution as an observer to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy (including VIS) and ensure better use of SIS and VIS by Member States	<ul style="list-style-type: none"> ■ All requests were processed before indicated deadline from Commission. ■ Internal coordination was done in a timely manner. 	N/A	N/A	<p>On target</p> <p>All the invitations received from Commission were addressed and coordinated in a timely manner. eu-LISA appointed one staff representative for each of the SIS/SIRENE evaluations organised in the first half of the year (as well as one for another invitation for evaluation in autumn). In relation to Common Visa Policy including VIS, Commission requested to participate in one evaluation, but due to different operational priorities no staff was available.</p>
Corporate governance, planning and reporting	<ul style="list-style-type: none"> ■ Draft SPD 2023–2025 adopted by the eu-LISA MB on 25 January ■ Consolidated Annual Activity Report 2021 adopted by the eu-LISA MB on 22 June 	<p>(1) Draft SPD 2023-2025 adopted on time;</p> <p>(2) Management Board adopts the final SPD 2023-2025 without major amendments in 2022;</p> <p>(3) Timely submission of the reports;</p> <p>(4) Management Board adopts the Interim Report and the Consolidated Annual Activity Report (CAAR) 2021 in due time.</p>	<p>(1) Draft SPD 2023–2025 adopted by 31 January;</p> <p>(2) The proposals for amendments by the Management Board as a precondition for adoption do not exceed 5 % of the number of the proposed activities and 5 % of the budget;</p> <p>(3) Reports submitted not less than 14 calendar days before the meeting of the Advisory Groups/ Management Board;</p> <p>(4) The Management Board adopts the IR and the CAAR 2021 as per the legal deadline</p>	<p>On target</p> <p>Reports adopted in compliance with the regulation</p>

<p>Drafting reports on the technical functioning of the systems, and aggregating statistics</p>	<ul style="list-style-type: none"> ■ Publication of SIS II 2021 Annual Statistics ■ Publication of SIS II bi-annual report on the technical functioning 2019 - 2020 ■ Publication of Eurodac LoA 2022 ■ Publication of Eurodac 2021 annual statistics (July) 	<p>Submission to the EU institutions of: the 2021 SIS annual stats, the report on the technical functioning of SIS II 2019-2020 and the update the list of authorities (asylum) for Eurodac 2022 (published on the website). The 2021 Eurodac annual stats are at the end of June under adoption process and expected to be published in July.</p>	<p>Reports submitted timely</p>	<p>On target</p> <p>All reports published in the first half didn't have any deviation from the legal obligations</p>
<p>Implementation of the planned annual research and technology monitoring activities, in line with the adopted R&D roadmap</p>	<ul style="list-style-type: none"> ■ eu-LISA Industry Roundtable – June 2022 ■ Report on Artificial Intelligence Supporting Cross-Border Cooperation in Criminal Justice. 	<p>At least one research and technology monitoring report that has been fully approved by the management committee and published on the eu-LISA website; The Agency's industry events and annual conference take place within the calendar year and have strong attendance from diverse stakeholders.</p>	<p>Publication of at least one research and technology monitoring report annually: More than 50 delegates participate in the industry events and more than 120 in the annual conference.</p>	<p>On target</p> <p>One research and technology monitoring report published. One eu-LISA Industry Roundtable organised with nearly 300 participants from 34 countries attended (in hybrid format).</p>
<p>Implementation of the Training plan for provision of training to the MS on the technical use of the IT systems managed by the Agency</p>	<ul style="list-style-type: none"> ■ 32 % of the initial Annual Training Plan delivered ■ LMS Revamp: Migration done and Upgrade in progress ■ Finalisation of MS Roadmap Action Plan and launching of related Action Plan 	<p>Satisfaction rate (scale 1-6, 1 lowest, 6 highest)</p>	<p>Average not less than 4 (scale 1-6)</p>	<p>On target</p> <p>The average satisfaction rate for MS Training activities during the reporting period is 5.38 / 6.</p>

Integration of research findings into application life cycles.

- Contribution to the work of the EU Innovation Hub EU Innovation Hub for Internal Security
- Contribution to the projects led by DG HOME
- Working Group on AI

Submission of high quality and impactful technology briefs to the management and OD on request; Engagement with system Advisory Groups to refine priorities and feedback into system evolution work. Research and technology monitoring staff are part of the project teams for the most technological projects.

At least 2/3 technology briefs are provided annually based on requests for monitoring; Each system AG is engaged at least once annually through a presentation at the AG meetings; Research staff are part of at least one large-scale project as part of the core team (in case such projects are undertaken by the Agency and require involvement of Research staff)

On target

The research team continued contributing to the work of the

Working Group on AI held two meetings.

Research team contributed to two meetings of the Biometrics Working Group.

The Research Team also contributed to projects led by DG HOME, as members of the Steering Group: EU Security Market Study and Security Research Uptake.

Supporting the implementation of parts of the EU Framework Programme for Research and Innovation

- Contributed to the definition of priorities for a Work Programme for the implementation of the EU FP for R&I
- Contributed to the evaluation of proposals submitted in response to calls within the domain of internal security.

A set of thematic priorities for the implementation of relevant parts of the EU FP for R&I defined and approved by the management committee and relevant AGs (if appropriate); Research and innovation projects and their outcomes presented to the Agency and its stakeholders; Part of the EU FP for R&I and/or funded projects, responsibility for which has been delegated by the EC to the Agency, are administered according to the planned scope, objectives and timeline.

Adoption of one set of thematic priorities for the implementation of relevant parts of the EU FP for R&I; At least two projects and their preliminary/final outcomes are presented to the Agency and its stakeholders.

On target

One contribution to the definition of priorities to the Work Programme;

Contribution to the evaluation of project proposals.

Independent benchmarking evaluation of the operational management of the core business systems

- Cross sectoral working group established
- Agreement with the Commission to broaden the scope of the evaluation, and to postpone the scheduled final report of the evaluation to February 2023
- Presentation of the scope and timeline for the evaluation to the eu-LISA MB in March 2022.

Deliver the assessment as planned.

Deliver the assessment before end of Q4 2022

On target

Target date for the submission of the final report postponed to February 2023, to align with the update of the scope

Manuscript completed in August 2022

First edition

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