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eu-LISA Single Programming Document 2017-2019

From Executive Director

To Management Board

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2017-2019

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Foreword

The purpose of the Single Programming Document of the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice is to give a structured overview of the main objectives and activities to be achieved and performed in 2017. It reveals the connections and the logic in the breakdown of the long-term strategic goals into multiannual and annual objectives and outcomes. Taking into consideration the necessity of a strong control on expenses, the Single Programming Document contains not only the amount of work to be done and the results to be achieved in 2017, but also provides liaison to the required human and financial resources, thus assuring an overall picture of the Agency's planned performance.

Provide and improve...

The Agency successfully delivers its core task: of providing operational management of the VIS, SIS II, and EURODAC systems. This includes amongst others ensuring the continuous provision of 24/7 application management services, the adaptive and corrective maintenance as well as change management process. These activities serve to stabilise the work of the systems and the related network: the systems shall work according to the SLAs agreed.

Furthermore, the systems should evolve to meet expanded business requirements and should provide added functionalities requested or deemed necessary: the focus will be on introducing new functionalities such as AFIS for SIS II and increased capacities and to share resources wherever possible. To further industrialise and automate the testing, a flexible end-to-end VIS/BMS testing solution will be implemented based on industry standards, covering both functional and non-functional aspects. Finally, the projects started in 2016 on the implementation of shared services and backup services, will remain a priority in 2017.

Next to providing the required operational and system security and business continuity elements the Agency will implement Security Information and Event Management as a part of the Common Shared Services project in order to have an aggregated and centralised view on the security events and incidents. In addition, eu-LISA will enhance its capabilities in the area of information exchange with its partners by implementing the conditions and requirements for exchanging information classified up to and including EU Restricted.

Also in 2017, an increased knowledge of the systems that the Agency is operating will be promoted amongst relevant stakeholders by providing a number of tailored trainings to Member States' experts. In addition, eu-LISA will enhance the cooperation with other agencies such as Europol, FRONTEX, EASO, CEPOL, FRA, Eurojust, EMCDDA, EIGE and ENISA by negotiating and implementing Working Arrangements and Memoranda of Understanding to achieve synergies from common activities.

Recognising the importance of public awareness of its activities, the Agency will endeavour to strengthen its public image through a number of actions.

Ready for future....

From 2017 onwards, the Agency will prepare for an important increase of its responsibilities, stemming from the potential implementation management of new systems. This will require specific annual priorities to be set

accordingly. The main challenge will be the timely start of implementation of the Entry/Exit system¹, considering its importance for border management and internal security in EU.

eu-LISA will also start with the process and implementation of an end-to-end quality management system that² safeguards the way services are delivered in order to ensure that they match stakeholder expectations and requirements. The Agency will take into account there recommendations made as a result of its external evaluation and will start implementing an Action Plan to address them. With regards to providing healthy and safe employment conditions, and in order to support eu-LISA staff performs at a higher level, the Agency is looking forward to enhancing its facilities in Estonia and France in 2017.

This 2017-2019 Single Programming Document is a continuation of eu-LISA's efforts to further develop itself as a technology centre and a modern organisation. It reflects the strong commitment of the Agency to contribute to the EU area of freedom, security and justice by providing high-quality services.

1 Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third country nationals crossing the external borders of the Member States of the European Union and determining the conditions for access to the EES for law enforcement purposes and amending Regulation (EC) No 767/2008 and Regulation (EU) No 1077/2011

2 The quality system to be implemented is the Common Assessment Framework (CAF). The Common Assessment Framework (CAF) is a result of the cooperation among the EU Ministers responsible for Public Administration. A pilot version was presented in May 2000 and revised versions were launched in 2002, 2006 and 2013. A CAF Resource Centre (CAF RC) was created at the European Institute of Public Administration (EIPA) in Maastricht following the decision of the Directors General in charge of public service.

List of Acronyms

ABC	Automatic Border Control System
AFIS	Automated Fingerprint Identification System
AG	Advisory Group
SPD	Single Programming Document
BCU	Backup Central Unit- backup centre in St. Johann im Pongau
BMS	Biometric Management System
CAF	Common Assessment framework
CBS	Core Business Systems
CEOS	Conditions of Employment of Other Servants of the European Union
CMG	Change Management Group
CMM	Capability Maturity Model
CMMI	Capability Maturity Model Integration
CoE	Centre of Excellence
COTS	Commercial off-the-Shelf
CRMC	Corporate Risk Management Committee
CSI	Continual Service Improvement
CSS	Common Shared Services
CU	Central Unit - the main data centre in Strasbourg
DP	Data Protection
DPC	Data Protection Coordinators
DPO	Data Protection Officer
EDPS	European Data Protection Supervisor
EES	European Entry/Exit System
EPSO	European Personnel Selection Office
ETL	Extract-Transform-Load
EU	European Union
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EU-R	EU-Restricted
FG	Function Group
FTE	Full-Time Equivalent
FwC CSI	Framework Contract for Common Shared Infrastructure
HQ	Headquarters
HLEG	High Level Expert Group
HR	Human Resources
IA	Internal Audit
IAC	Internal Audit Capability
IAM	Identity and Access Management

ICS	Internal Control Standard
ICT	Information and Communication Technology
ISMS	Information Security Management System
ITIL	Informational Technology Infrastructure Library
ITSM	Informational Technology Service Management
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
MAWP	Multi-Annual Work Programme
MB	Management Board
MOM	Message Oriented Middleware
MPLS	Multiprotocol Label Switching
MS	Member States
MSP	Microsoft Project
MWO	Maintenance in Working Order
OSH	Occupational Health and Safety
PKI	Public Key Infrastructure
PMO	Project Management Office
PRINCE ₂	Projects in controlled environments 2
QM	Quality Management
RDO	Research and Development Officer
RTP	Registered Traveller Programme
SACs	Schengen Associated Countries
SB	Smart Borders
SIEM	Security Information and Event Management
SIS II	Schengen Information System
SLA	Service Level Agreement
SMTP	Simple Mail Transfer Protocol
SNEs	Seconded National Experts
SOA	Service-Oriented Architecture
SON	Security Officer's Network
TCO	Total Cost of Ownership
VIS	Visa Information System

Mission Statement

The European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice was established by Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 (OJ L 286, 1.11.2011, p.1) which entered into force on 21 November 2011, providing that the Agency take up its main responsibilities from 1 December 2012. eu-LISA is responsible for the provision and management of large-scale IT systems in the fields of asylum, border management and law enforcement.

The Agency is mandated to provide effective operational management of the Schengen Information System (SIS II — the largest information system for public security and law enforcement cooperation in Europe), the Visa Information System (VIS — a system that allows Schengen states to exchange visa data relating to applications for short-stay visas to visit, or to transit through the Schengen area) and EURODAC systems (a large-scale fingerprint database that assists primarily in the processing of asylum applications) on behalf of its stakeholders, i.e. the European public through the Member States and the European Institutions. In addition, the Agency is also responsible for the communication networks that support the above systems. In terms of networks, eu-LISA is the provider for the communication infrastructure for SIS II, EURODAC and VIS. The Agency is also responsible for VIS Mail and DubliNet, the communication tools for the VIS and EURODAC systems respectively.

The Agency's **Mission** is *to continuously add value to Member States, supporting through technology their efforts for a safer Europe.*

Our **Vision** is to deliver our **Mission** providing high quality and efficient services and solutions to our stakeholders and to earn their trust through continuously aligning the capabilities of technology with the evolving needs of Member States. Last but not least, the Agency will continue growing as a Centre of Excellence in its domain.

The core values that drive and underpin all operational activities and strategic development of the Agency are:

- **Accountability:** deploying a sound governance framework, sound financial management and cost-efficient operations;
- **Transparency:** providing regular and open communication to the Agency's key stakeholders and engaging them in a continuous dialogue to define the long-term strategy for development of the Agency;
- **Excellence:** through having the right organisational structure, the right people and the right processes in place to ensure service continuity to the Member States;
- **Continuity:** ensuring that the Agency will make the best use of expertise, knowledge and investments made by the Member States and will continue to develop them;
- **Teamwork:** seek to empower each individual team member to make the best use of his knowledge and experience, contributing to the common success;
- **Customer focus:** ensure that the Agency is aligned at all time with the needs and demand of its stakeholders.

Section I – General Context

Following the directions given by EU strategic documents that provide overall guidance to EU stakeholders in their efforts to safeguard the area of freedom, security and justice, the Agency's activities in 2017 will remain aligned with the European Agendas on Security and Migration. Provision of operational support to Member States and acting as a trusted advisor to EU institutions with regards to the operational management of large-scale IT systems shall remain the main priorities of eu-LISA.

Thus, the Agency shall play a key role in the implementation of the four pillars identified by the European Agenda on Migration as adamant to the successful management of migration flows. The large-scale IT systems operated by eu-LISA shall continue to evolve and to adapt to the operational priorities of both MS/SACs and EU bodies, via dedicated evolution projects and the generation of specific statistics, which shall be utilised in their dedicated risk assessments.

The Agency will continue to operate bearing in mind the increasing variety of security threats likely to affect the critical IT systems, and shall remain deeply committed to constantly improving the exchange of information throughout the large-scale IT systems it operates, subject to appropriate data protection and privacy safeguards. eu-LISA will continue to enhance its existing services and to align the systems under its mandate with business needs based on the established roadmap³ for each system.

Given the ongoing financial constraints, and in an overall political context, which will foreseeably continue to be dominated by asymmetric threats and high migratory pressure at the EU's external borders, eu-LISA will remain focused on improving the efficiency and effectiveness of the IT systems it operates, while actively monitoring relevant trends and the evolution of technology in respective fields.

To this extent – and particularly within the framework of the relevant political decisions – eu-LISA will remain deeply committed to further development of the EES, thus ensuring that the system will fully support the achievement of truly modern and EU-wide integrated border management, while recognizing the importance of respecting national responsibilities in this domain.

In line with the priorities of the European Agenda on Migration and in the framework of the Hotspot concept, at the request of the Commission eu-LISA will continue to provide technical assistance to MS/SACs facing disproportionate pressure of irregular migration at their external borders, in close cooperation with relevant JHA Agencies.

³ Available in CircaBC

Following the implementation of new developments in the EURODAC system as per the recast Regulation, the evolution of EURODAC system will continue with possible developments foreseen related to the use of additional biometric identifiers that are currently being investigated by dedicated research studies.

The evolution of the Schengen Information System will demand significant efforts by eu-LISA in order to ensure the full functionality of the system's new features. As always, cognisance of data protection needs will be required when implementing the relevant legislation. In all its actions pertaining to the operational management of large-scale IT systems, eu-LISA will be aware of the importance of being fully compliant with EU-wide principles related to fundamental rights, including those pertaining to privacy, protection of personal data, confidentiality and security of the exchange of operational information.

eu-LISA will continue to work towards ensuring the secure and resilient use of the systems under its mandate, thus supporting the EU's efforts to enhance cybersecurity.

Section II Multi-annual programming 2015-2020

1. Multi-annual objectives

1.1. The Strategic goals 2014-2020

The strategic goals for the Agency for the duration of the multi-annual work programme as described below reflect the mandate of the Agency at the time of writing and its priorities as defined through dialogue with Member States and the Commission. These goals have been established in the long-term strategy of the Agency adopted by the Management Board in March 2014.

The goals will be regularly monitored, subject to regular reviews, and developed over the duration of the multi-annual work programme in order to meet the evolving needs of the organisation and its stakeholders.

In addition to the long-term strategy of the Agency, a number of collateral strategies that relate to relevant business areas were elaborated (e.g. External Communications Strategy, Research and Technology Monitoring Strategy, Stakeholder Management Strategy, Learning and Development Strategy for eu-LISA personnel and HR Strategy). Other strategies, at the time of writing this document, are under elaboration. Most of these internal strategies are primarily concerned with maximising resource productivity of the business units in question, however they are consistent with, and seek to reinforce and support the delivery of the wider strategic aims of the organisation outlined in this paper.

1.1.1. Strategic Goal 1: Continue to grow as a contributor to and facilitator for freedom, security and justice policies in the EU

The Agency will develop further its operational model in order to maintain stable and continuous operations of the systems entrusted under its management (currently SIS II, VIS, EURODAC, and the underlying secure communication infrastructure), ensuring delivery of the tasks related to the operational management of the systems and their evolution. The Agency is also responsible for VIS Mail and DubliNet, the communication tools for the VIS and EURODAC systems respectively. The Agency will pro-actively support Member States through the whole life cycle of the systems under its control, ensuring their continuous evolution and alignment of their capabilities in accordance with legislation and stakeholder requirements. In addition to continuous improvement of relevant technical capabilities, the Agency will focus on acting as a technical advisor and contributor, analysing and acquiring additional knowledge about its customers' business processes relating to relevant policy areas. The Agency may also take responsibility for the development and operational management of new systems as per appropriate legal instruments and its mandate including the management of the Entry/Exit System.

1.1.2. Strategic Goal 2: Become an acknowledged EU ICT centre of excellence and service provider

The Agency will implement and evolve comprehensive governance and operational frameworks based on best practice and current industry standards. It will ensure efficient and cost-effective management of the systems

by continuously monitoring and evolving operational processes, seeking opportunities to optimise its operations through an initial baselining then improvement of the TCO of existing systems.

The Agency will also seek to create synergies and economies of scale, establishing partnerships with other agencies in JHA area, on the grounds of its mandate and following the principle of complementarity as well as actions established in the Common approach on decentralized agencies⁴.

1.1.3. Strategic Goal 3: Grow as the principal EU ICT technology centre and expertise hub

The Agency shall further develop partnerships with the EU agencies to create and develop synergies and economies of scale in the area of ICT, deepening and strengthening partnerships with other agencies in the relevant policy areas. The Agency will also seek to exchange ICT best practices, experience and knowledge with identified partners, contributing to the deployment of and technology platforms. The Agency will also continue to grow its internal expertise in relevant technical areas related to its mandate.

1.1.4. Strategic Goal 4: Develop a modern, efficient and agile organisation

Management and administrative services are brought together primarily under Strategic Goal 4 to ensure that the core horizontal activities are planned, implemented, monitored and reported in a coherent and consistent way to facilitate efficient and effective delivery of eu-LISA's work programme and to ensure sound financial and resource management. The Agency will focus its efforts on the professional and career development of its staff. In parallel, it will continue the integration of the organisation based on the mission, vision and the values of the Agency, aligning the capabilities of the organisation, technology and the extensive competencies of its human capital in order to maximise its added value.

⁴ Joint statement of the European Parliament, the Council of EU and the European Commission on decentralized agencies, 19 July 2012

1.2. The strategic multiannual objectives as per Multi-Annual Working Programme⁵

Since it has been established, eu-LISA has elaborated a planning approach that allows the organisation to streamline its efforts to constantly develop in a way to accomplish its mission and fulfil its vision. Taking a step-by-step approach, the Agency has elaborated its long-term strategy that establishes the strategic goals and the respective strategic objectives for the period 2014-2020. The document sets the framework of the desired scope of the Agency's development. To achieve its strategic goals and objectives, the Agency has further developed a draft Multi-Annual Work Programme 2015-2020 that details the main elements of the strategic objectives and the relations between the elements, the objectives and the strategic goals. It also describes the specific areas of action that need to be addressed. These areas of strategic action aim to support and assure cohesion between the business functions entrusted to the Agency with its founding regulation and the horizontal activities carried out to support the core business on one side and the organisation's strategic ambitions on the other. They also aim to provide facilitation, guidance and support for planning the practical activities and actions, which will deliver the desired results. This way the Agency is confident that all its actions are in line with the statutory requirements and lead to achieving its vision and fulfilling its mission⁶. The intention of the organisation is to elaborate its Single Programming Document in a way that reflects the logic and the scope set by the long-term strategy included initially in the draft MAWP for 2015-2020.

The interrelations between the goals, the objectives, the elements and strategic action areas are described in the table below

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
1	1	Provide reliable and cost-effective solutions to the Member States as per mandate	<ul style="list-style-type: none"> Ensure timely, effective & efficient management of all systems Create a framework to provide additional cost based services. 	<ul style="list-style-type: none"> Continuous full service availability to the MS. Introduction of a unified service model for all systems by 2020. Additional services (e.g. Statistics, Reportings) available to stakeholders. 	Operational Management of the Systems

⁵ At the time this document was prepared the MAWP was a draft and was not finally approved

⁶ .In view of the upcoming changes as per the Framework Financial Regulation, the Agency will take into consideration that the MAWP might need to be incorporated into the future planning documents of the Agency.

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
2	1	Achieve & maintain operational excellence	<ul style="list-style-type: none"> Embed a continuous improvement culture throughout operations through the adoption and application of relevant industry best practice standards and/or certifications. Continuously improve key contract management processes, tools, reporting and capabilities within the Agency Improve the efficiency of the Agency's operations and continuously monitoring and optimising TCO. 	<ul style="list-style-type: none"> Continuous improvement of performance in all operational areas, & increased levels of automation where appropriate and possible. Optimised TCO of the systems under management. Identified and implemented synergies and consolidation of systems, infrastructure and services (where technology and business and legal requirements allow) 	Operational Management of the Systems
3	1	Provide reliable and cost-effective solutions to the Member States as per mandate	<ul style="list-style-type: none"> Timely, effective & efficient evolution of systems under management Continuous improvement of service offering and capabilities to Member States 	<ul style="list-style-type: none"> Increased added value of systems to the MS through their evolution Improved interoperability of systems (subject to the relevant legal instruments) 	Evolution of the Systems
4	1	Increase the added value of the data and technology to the Member States	<ul style="list-style-type: none"> Refined visibility of the Agency's corporate and systems performance to all stakeholders through the production and publication of appropriate performance data Transition from ex-post data analysis (statistics) to analytics subject to legal instruments 	<ul style="list-style-type: none"> Improved analytics & business intelligence (subject to legal review) Analytical reports provided to relevant stakeholders. 	Evolution of the Systems
5	1	Provide reliable and cost-effective solutions to the Member States as per mandate	<ul style="list-style-type: none"> Effective supervision, security and coordination of relations between Member States and 3rd party network service providers for systems' communication infrastructure. 	<ul style="list-style-type: none"> Optimum network solution in place for the Agency to ensure system data is processed as efficiently, securely and cost effectively as possible. 	Communication Infrastructure

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
6	1	Increase the added value of the data and technology to the Member States	<ul style="list-style-type: none"> • Development and implementation of new/additional systems, if so provided by relevant legislative instruments • Provide new and improve existing services and solutions to meet stakeholder requirements • Increased visibility of the Agency's corporate and systems performance to all stakeholders through the production and publication of appropriate technical performance data 	<ul style="list-style-type: none"> • Entry/Exit system delivered on schedule provided the relevant legislative instruments are adopted • Data warehouse implementation subject an impact assessment • Other new/additional systems to be implemented if so provided by relevant legislative instruments 	Development and Operational Management of New Systems
7	1	Strengthen security, cyber security and information management capabilities	<ul style="list-style-type: none"> • Improve, test and refine Agency Business Continuity Management and Disaster Recovery procedures • Strengthen and evolve the Agency's cyber security framework for its systems and communication networks • Continued progress toward compliance with relevant ISMS standards • Maintain and evolve the Agency's security strategy • Continue to develop security officers' network (SON) 	<ul style="list-style-type: none"> • Ensure common Agency security standards • Business continuity and disaster recovery management policy and procedures regularly tested in-house and in conjunction with MS 	Security
8	1	Strengthen data protection capabilities	<ul style="list-style-type: none"> • Evolve robust and appropriate data protection mechanisms for corporate and operational aspects of the business. • Personal data in the systems under management processed in accordance with accepted DP principles; that data is secure at all 	<ul style="list-style-type: none"> • Continued full compliance with all relevant DP legislation and the specific data protection and security requirements of the legislative instruments for the systems and the Agency and best practice. 	Data Protection

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
			times and safe from unauthorised access, alteration, use or loss.	<ul style="list-style-type: none"> Timely response to formal data protection requests from the relevant authorities. 	
9	1	Achieve & maintain operational excellence	<ul style="list-style-type: none"> Full and timely compliance with all statutory reporting obligations. Ensure adequate follow-up to and compliance with the findings and recommendations of evaluations of the Agency as per Art. 31 of the Agency's establishing regulation. 	<ul style="list-style-type: none"> Agency will continue to successfully meet all statutory reporting obligations as stipulated in the relevant legal bases. 	Statutory Reporting
10	1	Increase the added value of data and technology to Member States	<ul style="list-style-type: none"> Deliver appropriate systems training for Member States. 	<ul style="list-style-type: none"> A responsive and tailored systems training programme in place that meets in full the needs of Member States. Full implementation of an appropriate e-learning platform solution. Annual training plans agreed with relevant stakeholders 	Provision of Systems Training to Member States
11	2	Develop and maintain an efficient and cost-effective governance and service model	<ul style="list-style-type: none"> Base Agency's governance framework on industry standards for corporate governance of ICT & fully integrate performance reporting in Agency's management structures Evolve the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL) Further development of the Agency's PMO 	<ul style="list-style-type: none"> Regular benchmarking exercises of organisation's activities in place Annual assessment of the Agency ITSM processes and service model Corporate KPIs monitored, reported and relevant corrective actions taken as required. Agreed with MS SLAs monitored and reported ISO 20 000 certification 	Evolving as a Centre of Excellence
12	2	Provide ICT services support and expertise to other agencies	<ul style="list-style-type: none"> Appropriate service model for ICT consultancy & support developed and implemented 	<ul style="list-style-type: none"> Synergies with other agencies in the use of ICT technologies and resources. 	Evolving as a Centre of Excellence

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
13	3	Develop and implement sourcing strategy that offers required agility to provide cost-effective ICT solutions and services	<ul style="list-style-type: none"> Implement sourcing strategy to offer agility to the Agency to incorporate customer needs, organisational goals, and market conditions implementation of biannual TCO benchmark report 	<ul style="list-style-type: none"> Continuous alignment established between TCO benchmark reporting and Agency procurement and sourcing activity Alignment of existing human and technological capabilities of the organisation with stakeholder requirements 	Evolving as a Centre of Excellence
14	4	Continuously improve management and efficiency of resource allocation through the introduction of industry best practices and standards	<ul style="list-style-type: none"> Identify key business areas and processes that need improvement, diagnose and analyse the reasons behind poor performance, plan and implement changes necessary to improve performance in a quantifiable or measurable way. Maintain and operate a sound and adaptive governance framework with included processes and procedures 	<ul style="list-style-type: none"> Implement a QM system based on applicable standards Implementation of relevant industry standards: ITSM, PRINCE2, ISO27001 Governance framework, processes and procedures are in line with statutory requirements and relevant business needs 	Evolving the Agency's Governance Framework
15	2	Monitor new technologies and implement new solutions to facilitate optimisation of business processes	<ul style="list-style-type: none"> Further evolve research monitoring and engagement tools to enable rapid integration of relevant aspects of research into Agency business processes. Develop structured technology monitoring & assessment process. 	<ul style="list-style-type: none"> Regular monitoring reports & recommendations to management regarding applicable new technologies and solutions Evolution roadmaps⁷ of the systems to be updated with the outcomes of relevant R&D 	Monitoring and Applying Developments in Research for System Evolution

⁷ Available in CircaBC

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
16	3	Become a trusted advisor to the EU institutions on ICT matters within mandate of the Agency	<ul style="list-style-type: none"> Provide effective advice to stakeholders about matters relating to the mandate and activities of the Agency Evolve and maintain relations with relevant EU institutions & other stakeholders 	<ul style="list-style-type: none"> Consistently high stakeholder confidence in the Agency's ability to deliver the tasks mandated to it quantified through targeted stakeholder surveys 	Partnerships with the Member States, EU Institutions and Other Stakeholders
17	3	Become a technical enabler of, and advisor to, relevant JHA policy actors	<ul style="list-style-type: none"> Improve capability of internal Agency business expertise in identification and authentication systems 	<ul style="list-style-type: none"> Enhanced capabilities in identification and authentication systems Technical analytical papers and advice provided as required 	Partnerships with the Member States, EU Institutions and Other Stakeholders
18	3	Lead collection and sharing of best practices in the area of ICT	<ul style="list-style-type: none"> Seek relevant synergies with other private & public sector ICT actors and develop appropriate learning programmes and opportunities for information exchange 	<ul style="list-style-type: none"> Internal process for knowledge management in place Sharing expertise, 'lessons learned' and best practice in relevant subject areas or large-scale projects exchanged on a regular basis with relevant internal and external parties. Formal cooperation agreements signed with all relevant JHA agencies Joint initiatives and projects. 	Partnerships with Other Agencies and Other Relevant EU Bodies
19	4	Continuously align operational and strategic planning as well as capabilities of the organisation to best serve stakeholders' needs.	<ul style="list-style-type: none"> Implement and manage the Agency's long-term strategy and evidence this through the production of relevant and accurate management information. 	<ul style="list-style-type: none"> Implementation of the Agency's strategic goals as described within its 6-year strategy document Relevant collateral strategies (sourcing, technology, HR etc.) developed and implemented 	Strategic and Operational Planning
20	4	Continuously improve management and efficiency of resource allocation through the introduction of industry	<ul style="list-style-type: none"> Develop and further strengthen the Agency's finance and procurement procedures in line with relevant EU norms, guidance 	<ul style="list-style-type: none"> Full implementation of activity based budgeting (ABB) Systematic achievement of budgetary implementation goals 	Financial Management & Procurement

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
		best practices and standards	and best practice, including from the private sector	<ul style="list-style-type: none"> Improved provision of office accommodation at eu-LISA's Strasbourg site and continued progress toward the establishment of a permanent HQ in Tallinn. 	
21	4	Continuously improve management and efficiency of resource allocation through the introduction of industry best practices and standards	<ul style="list-style-type: none"> Improvement of productivity through enhanced working conditions of all staff. 	<ul style="list-style-type: none"> Improved provision of office accommodation at eu-LISA's Strasbourg site and continued progress toward the establishment of a permanent HQ in Tallinn. 	Facilities Management
22	4	Retain and continuously develop staff of the Agency through robust knowledge and skills management, in parallel with job a personalised employee development path	<ul style="list-style-type: none"> Identify, attract, develop & retain talented employees and ensure they are developed through appropriate career advancement opportunities. Create appropriate knowledge management strategy and framework for the Agency 	<ul style="list-style-type: none"> Individual and team commitment to the Agency consistently aligned through the provision of knowledge sharing, development and training opportunities. Knowledge management system in place 	Human Resources Management
23	4	Continuously align operational and strategic planning as well as capabilities of the organisation to best serve stakeholders' needs.	<ul style="list-style-type: none"> The Agency's IA function will continue to objectively examine, evaluate and report on the adequacy of eu-LISA's internal controls as a contribution to the proper, economic and effective use of its resources. 	<ul style="list-style-type: none"> Full cooperation with external auditors and compliance with all audit recommendations Full implementation of the IA-CM for the Public Sector 	Audit
24	4	Deliver clear, targeted and effective communications on the Agency's activities to external stakeholders	<ul style="list-style-type: none"> Increase the visibility, credibility and accurate understanding of the Agency's work and mandate amongst external stakeholders Strengthen the Agency's external communication capacity 	<ul style="list-style-type: none"> Increased visibility of the Agency as a key enabler of European security Key external stakeholders informed of the Agency's successful progress toward achieving its strategic goals by 2020 	External and Internal Communications

REF	Strategic Goal	Strategic Objective 2015 - 2020	Elements of Strategic Objective	Projected Outcome(s) to be achieved	SPD Strategic Action Area
25	4	Develop and maintain strong corporate culture and positive image to its stakeholders and the EU institutions	<ul style="list-style-type: none"> Promote & maintain a positive image of the Agency through effective external and internal communications (including outreach programmes and legal and statutory reporting obligations) 	<ul style="list-style-type: none"> Cohesive & coherent corporate identity established to maintain positive perceptions of the Agency. Regular stakeholder surveys performed to identify areas for improvement Uniform corporate culture is established throughout the Agency The Agency has sound internal communication process in place Influence all staff to create positive perceptions of the Agency. Quality improvement ethos embedded into all Agency processes. 	External and Internal Communications

2. Multi-annual programme

2.1. Strategic Action Areas in the Scope of Strategic Goal 1

"Continue to grow as a contributor to and facilitator for freedom, security and justice policies in the EU."

Delivery of this strategic goal directly relates to implementation of the core mandate of the Agency. In order to continue to grow as a contributor to and facilitator for freedom, security and justice policies in the EU, eu-LISA must clearly demonstrate to its stakeholders that it can deliver its core tasks in an efficient, consistent and reliable manner. Over the term of the MAWP, therefore the main focus of the Agency will be on the uninterrupted operation of the systems under its management and their availability 24x7, 365 days in the year, as stipulated in the systems' legislative instruments and the Agency's establishing regulation. This will be the first element of operational excellence, considered by the Agency. The second element will be continuous evolution of the systems in accordance with established priorities in the area of Justice and Home Affairs, as well as considering the needs and requirements of the Member States. As the organisation matures, it will also seek to refine and evolve processes and procedures that will allow it to exceed its current performance levels whilst maintaining the highest levels of data security and protection.

2.1.1. The operational management of the systems

For the period 2015 to 2020, the continuous and uninterrupted management of the systems (currently SIS II, VIS, EURODAC) and their associated communication networks will remain a priority for the Agency, the supervision and security of the communication infrastructure, as well as coordination of relations between Member States and the network service (for both the operational centre in France and the back-up site in Austria). eu-LISA is also responsible for VIS Mail and DubliNet.

eu-LISA plans increased monitoring of infrastructure, services and systems to identify and implement synergies thereby lowering the TCO of the systems (the TCO model looks at the complete cost of a system from purchase to disposal and can include repair, maintenance requests, upgrades, service and support, networking, security, training and software licensing costs to give more accurate through-life costs). Once in place, eu-LISA will regularly review its TCO in order to further optimise it where possible. The Agency also will continue to evolve its unified service model⁸ for all systems by 2020. It will be used to establish synergies and economies of scale related to operational management of the systems entrusted to the Agency. They might range from integration of VIS Mail into the VIS system to making better use of BCU capabilities to support operations. The Agency also plans to enhance its testing capabilities through the virtualisation of testing environments and automating the test-cycle

⁸ A unified service model provides a comprehensive view or blueprint of IT services delivered through a configuration management database (CMDB) that is integrated with other IT management tools.

Contractually, the Agency will further develop its procurement and contract management capabilities for the systems under management, ensuring that the MWO contracts in particular are well managed and that any scheduled handovers between contractors (for example for VIS/BMS provisionally scheduled for 2016) are undertaken successfully and with no negative impact on service provision.

In order to further evolve its operations in line with international best practice, the Agency will also continue with the development of its Service model based on ITIL/ITSM implementation roadmap, adopted by the Management Board in 2013. It will also seek opportunities to further automate and rationalise processes where possible. An annual assessment of the Agency service and process model will prove the further progress in this direction, aiming at ISO 20 000 certification

2.1.2. Evolution of the systems

eu-LISA will continue to evolve the systems under its management, in accordance with legal requirements and Member States operational needs, in order to further enhance their capabilities. The adoption of a clearly defined single change management process by eu-LISA has introduced a more coherent and auditable approach to system evolution and maintenance and this will be continued. The Agency will also facilitate the refinement and optimisation of processes through regular review of emerging technologies and their potential application. Further, the Agency will continuously monitor systems' performance and service-levels provided. It will also continue to enhance existing services and to align systems with business needs based on the established roadmap⁹ for each system.

The Agency will continue to review the current architecture of all the systems in order to update current infrastructure and evolve services, taking into account both technical and legal requirements, including purpose limitation. The Agency will also integrate VIS Mail into VIS, look at the enhancement of testing capabilities through the virtualisation of test environments, the adoption of corporate test tools, the automation of the test cycle and add additional simulators where required to create flexibility in order to improve overall efficiency. These activities start in 2016 and they will continue in 2017.

Having finalised the rollout of VIS in 2015 and VIS Mail Phase 2 in 2016, eu-LISA will continue the VIS and BMS capacity assessment and forecast exercise in order to better align the systems with business requirements. In addition to incorporating additional Member States, it is also envisaged that new functionalities will be integrated in these systems, with reporting and statistics to be improved.

The Agency has fully implemented the changes in the EURODAC system as set out in the recast Regulation applicable since 20 July 2015. The integration of additional functionality for Member States will follow the conclusion of this work. In May 2016, two new legislative proposals were made. If the legislation is adopted, it will affect the activities of the Agency. One is a proposal for a Regulation on 'EURODAC' extending the system's scope to include the possibility for Member States to store and search data belonging to third country nationals or stateless persons who are applicants for international protection so that they can be identified with a view to using this information to obtain a travel document for them for return and readmission purposes. The other one is the proposal for a Regulation reforming the Dublin system, which establishes an automated system, which will allow for the registration of all applications for international protection and the monitoring of each Member

⁹ Available in CircaBC

States' share in all applications and of the corrective allocation system. This proposal entrusts the Agency with the development and operational management of the system

A number of studies will continue to be launched to identify further potential improvements to the system. For example, a handheld scanner test will be undertaken to test mobile access to the EURODAC system, in addition to an assessment of a new public key infrastructure (PKI) in 2017, needed to create and manage digital certificates.

The SIS II Roadmap¹⁰ will continue to be revised and implemented, taking into account the requirements of Member States to ensure the appropriate level of system evolution and the requisite adaptive and corrective maintenance measures. Furthermore, following the study on feasibility of implementation of biometrics in SIS II, developed by JRC and a technical study made developed by the Agency, both delivered in 2015, eu-LISA will have to introduce biometric capabilities in SIS II, starting in 2016th and continuing in 2017. On April 6th 2016, the Commission adopted a Communication on Stronger and Smarter Information Systems for Borders and Security. The communication establishes principles to guide evolution of current large-scale IT systems and invites the Agency, amongst other things, to develop a central monitoring capacity for data quality for all systems under its competence, to undertake efforts to develop and implement an automated fingerprint identification system (AFIS) in SIS II, to work together with the Commission towards establishing a Single Search Interface to query central systems and to analyse together with an Expert Group whether interoperability between centralised information systems could be further promoted. Tasks associated with preparation, development or implementation of such innovations should be undertaken, subject to the outcome of the High Level Expert Group and possible required legal amendments stemmed from them, in the short- to medium-term, necessitating reprioritisation of some planned activities and planning of new initiatives of relevance. This resulted in changes to the Agency's AWP 2016 introducing the start of phase 1 of the AFIS project, which will be continued in 2017. Phase 2 is envisaged for 2018. In progressing and implementing the aforementioned tasks eu-LISA will respect the fundamental right to the protection of personal data as recognised in Article 8 of the Charter of Fundamental Rights, and in particular the purpose limitation principle.¹¹ Changes also include the advancement of planning for a study on mobile device use with SIS II – strongly linked to the development of a single search interface as explained within the roadmap on the matter prepared by eu-LISA – brought forward from 2018 to 2017. This study will be subject to the outcome of the work of the HLWG.

In order to support the Agency's planning activities associated with the Commission's communication mentioned in the previous paragraph, an internal Task Force on Interoperability has been established. It supports the Agency's Executive Director and the Management Committee in their preparations for the High Level Expert Group and its associated subgroups, preparing relevant documentary submissions to the groups and organising any necessary communication activities around the meetings. The Task Force will continue its work at least until the final meeting of the High Level Expert Group currently planned for 2017. Its activities may continue depending on decisions made regarding the future of the High Level Expert Group and/or a decision by the eu-LISA Management Committee of its continuing relevance.

Depending on the further needs of the Member States, the Agency might be also required to introduce other functional and technical changes to SIS II. Such changes might include changes to central systems as a result of

¹⁰ Available in CircaBC

¹¹ To implement some of the actions agreed in the High Level Expert Group Agency may need amendment in its mandate. Only then, these activities can be incorporated in the annual planning.

the integration of new Member States and studies for improvements and evolutions to SIS II such as queries and the introduction of additional simulators.

In summer 2015, the overall evaluation of SIS II by the Commission started and two studies for SIS II were launched by the Commission: a study on SIS II-architecture, and a study on the possible inclusion of return decisions in the SIS II. The upcoming results and proposals may lead to technical changes in the SIS II that will have impacts on eu-LISA as well as the Member States. Depending on the decision concerning the concrete technical implementation as well as operational requirements, these SIS II changes might result into considerable expenses.

Europol connection to EURODAC is possible since July 2015, after the provisions of the EURODAC Recast Regulation came into force. Europol has planned to connect to EURODAC through the National Access Point of Netherlands. Furthermore, Europol carries out the preparatory work for access to VIS/BMS in the course of 2017, subject to the inclusion of the VIS project in its annual work programme. eu-LISA will provide all necessary assistance to support the integration and any such similar integrations

2.1.3. Communication infrastructure

The Agency shares the responsibility for the tasks related to the communication infrastructure with the Commission. The Agency is responsible for the supervision, security and coordination of relations between the Member States and the relevant service provider for the communication infrastructure for EURODAC, VIS and SIS II. The Commission is responsible for all other tasks relating to the communication infrastructure, in particular the tasks relating to the implementation of the budget, acquisition and renewal and contractual matters¹².

Upon expiry of the sTESTA contract and completion of the migration of SIS II, VIS and EURODAC to the new network, TESTA-ng, the Agency will continue to strive to optimise its network infrastructure.

In this context, the Agency plans to have activities related to the TESTA-ng network improvements and optimisation, which will lead to a better quality of network and communication infrastructure services offered to the Member States.

Indicatively, such activities will include the introduction of the additional encryption layer for VIS to increase the security of the VIS business data to the same level of protection used for SISII, the introduction of advanced network statistics provision which will allow eu-LISA to measure and evaluate the real performance of the communication infrastructure towards proactive reaction to bottle-necks and faster issue and problem troubleshooting towards Member States.

Moreover, the Agency intends to study the trends towards optimising the communication infrastructure of the core business systems which currently relies on MPLS and on dedicated links (point-to-point, etc.) and related equipment (Turn Key Access Points – TAPs) which is, sometimes, replicated/duplicated among the Member States as well as the central sites leading, among others, to higher complexity and less flexibility. The Agency plans to address in the study as well the possible ways how to achieve more resilient communication infrastructure with the central systems in order to contribute to the increase of the overall availability.

¹² The division of tasks between eu-LISA and the Commission with regard to the communication infrastructure is established in the systems' instruments and recalled in Art. 7 of Regulation 1077/2011. It and has been further detailed in the Memorandum of Understanding adopted by Commission decision C(2014) 3486 final and signed on 18 June 2014.

With regard to the supplementing communication systems, the Agency will continue to provide technical assistance to Member States for DubliNet, and to operate the VIS Mail and SIRENE mail systems.

Tasks relating to the operational management of the communication infrastructure will continue to be entrusted to third party private sector providers. Such network providers will continue to be bound by the security measures laid down in the basic instruments for each system and shall have no access to SIS II, VIS or EURODAC operational data.

2.1.4. Development and operational management of new systems

Over the term of the MAWP 2015-2020 the Agency may be made responsible for, development and operational management of other large-scale information systems in the area of freedom, security and justice, if so provided by relevant legislative instruments. In 2013, Commission adopted the Smart Borders Package, including the proposals for the EES and the RTP. Following the outcome of the Smart Borders pilot project, delivered in November 2015, on 6 April 2016, the Commission adopted a revised proposal that aims to establish only an Entry/Exit System, entrusting the Agency with its development and operational management. It is expected the Regulation to be adopted by co-legislators by the 2nd half of 2016 at the earliest.

Having already had significant experience and capabilities with the management, maintenance and evolution of the VIS/BMS, SIS II and EURODAC systems and considering the high complexity of the Entry/Exit system, both in terms of the technical dimension and its large business implementation, the Agency will focus on:

- utilising resources in an efficient and effective manner
- keeping sufficient knowledge and man-power in-house to steer and control the development and operational management of the EES in all its phases
- maintaining a high degree of flexibility and agility during the different implementation phases of the EES, and
- using at best the mix between the in-house capabilities and the special technical expertise, which can be provided by the Member States and the external parties.

The Agency will continue to remain prepared to take responsibility for the operational management of new systems (subject to the adoption of relevant legal instruments). As such, it will aim to anticipate the general resource and technical implications of any additional IT systems that it may be required to develop or take on board. eu-LISA must also be prepared to provide impartial technical advice regarding its ability to support respective existing and new legal instruments.

In order to support the future integration of new systems into the Agency's portfolio, the Agency will continue to optimise the data centre infrastructure through further use of synergy-effects and harmonisation of shared services across systems, platform virtualisation and integrated monitoring.

2.1.5. Security

The Agency's security function will continue to maintain and evolve security measures concerning both physical and system security, in order to facilitate fulfilment of the Agency's mandate. As a core element of its Information Security Management Framework, the Agency will establish, operate and continuously evolve its Information Security Management System, in compliance with the relevant ISMS standards and ISO27001. The Agency will also evolve and improve its security policy and procedures, incorporating security standards and procedures based on the relevant policies and standards of the European Commission.

The central systems of EURODAC, VIS and SIS II will continue to comply strictly with the requirements of their respective Regulations in terms of data protection and security and with international best practices in terms of information security. To ensure this, the Agency's continuing focus will be to strengthen and evolve security frameworks and procedures for the organisation itself, the systems under its management and the relevant communications networks. In order to provide assurance that the appropriate security controls for the IT systems managed by the Agency have been properly implemented and security risks managed properly, the Agency will continue to put in place arrangements and processes to ensure that its systems and networks are subject to baseline security control requirements, formal risk management and security approval and continuous monitoring and management of the residual risks.

The Agency business continuity plan will be further refined throughout the term of the MAWP. From 2015 onwards the Agency will implement, operate and improve the business continuity management strategy through the Business Continuity Management System in accordance with ISO22301 (the appropriate management framework for business continuity), ISO27031 (the appropriate ICT framework for business continuity) and other relevant standards to ensure that resilient business continuity and disaster recovery plans are maintained.

To provide assurance that the cyber security risks facing the central systems of EURODAC, VIS and SIS II are managed continuously, the Agency will continue to comply strictly with the requirements of the respective regulations in terms of data protection and with international best practices in terms of information security. The Agency's focus will be to strengthen and evolve the overall cyber security architecture and procedures set in the organization, taking a pro-active approach in monitoring and addressing relevant risks and security events. Additionally, as a core element of its information security management framework, the Agency will continue with the implementation of an Information Security Management System (ISMS) in compliance with the relevant ISO 27000 standards. The Agency also aims to further increase its contribution to the Member States and the Commission in the area of IT, cyber and information security of the systems it manages through active involvement of a Security Officers' Network. It will aim to further exchange best practices, develop common standards for security and information exchange, and joint responses to security incidents, relevant to the mandate of the Agency.

2.1.6. Data protection

The Agency will also continue to ensure full and rigorous compliance with all data protection provisions concerning any access to data in the systems under management. Furthermore, the Agency will carry out the data security tasks assigned to it under the legal instruments for the systems that it operates. The Agency will maintain a full data protection regime regarding Agency's administrative operations and information systems, including definition of baseline privacy requirements, privacy notifications as well as regular checks, inspections and audits.

The register of processing operations will be regularly updated since it constitutes the main inventory of data collected and processed about staff. Notification processes will be adapted according to relevant legal base and early privacy impact assessment will be instigated for all processing operations, adopting the principles of privacy by design whereby privacy and data protection are embedded throughout the entire life cycle of the Agency's systems and processes.

Cooperation with the European Data Protection Supervisor will continue to be a priority, taking appropriate measures to respond to their recommendations or by providing relevant information on new developments.

2.1.7. Statutory reporting

The Agency will continue to comply with all management and statutory reporting requirements (as foreseen in the legal bases for each system under management and referred to in the Establishing Regulation). It will continue to report to the European Parliament, the Council and the Commission on in particular:

- publishing every year SIS II statistics as per Art. 66(3) of the Council Decision 2007/533/JHA and parallel provision in the Reg. (EC) No 1987/2006;
- submitting every two years - in 2017 and in 2019 - the technical report on the functioning of SIS II including security pursuant to Art. 46(8) of Council Decision 2007/533/JHA and parallel provision in the Reg. (EC) No 1987/2006;
- submitting every two years - in 2018 and in 2020 - the technical report on the functioning of VIS including security pursuant to Art. 50(3) of Reg. (EC) No 767/2008 and Art. 17(3) of the Council Decision 2008/633/JHA;
- submitting every year an annual report on the activity of the EURODAC Central System including on its technical functioning and security pursuant to Art. 40(1) of Reg. (EU) No 603/2013.

In addition, eu-LISA will continue to ensure the annual publication on the OJ of the EU the list of authorities designated, specifying the exact unit, having access to data recorded in the EURODAC Central System (for the asylum purpose) as per Art. 27.2 of Reg. (EU) No 603/2013; and the list of competent authorities which are authorised to search directly the data contained in SIS II together with the list of N.SIS II Offices and the national SIRENE Bureaux (as per Art. 31(8) of Reg. (EC) No 1987/2006 and parallel provision in Council Decision 2007/533/JHA).

2.1.8. Provision of training on the technical use of the systems to Member States

The Agency will continue to provide the appropriate training on the technical use of SIS II, VIS and EURODAC to participating national authorities. The Regulation on the establishment of evaluation and monitoring mechanisms to verify the application of Schengen acquis has had an impact on provision of technical training provided by the Agency. eu-LISA will continue in 2017 to provide the appropriate training for SIRENE staff, Schengen evaluation team members and lead experts on the technical aspects of SIS II. Coming into force of the EES regulation will further affect trainings provided by the Agency to the Members States.

Technical training provided to the Member States by the Agency will include training to new and existing Member States in order for them to achieve technical readiness integrating to SIS II, VIS or EURODAC or to consolidate their existing use, in particular Ireland, Croatia and Cyprus as well as Europol, based on the respective legal framework. To increase the scope and reach of the Agency's training activities, it is envisaged that such trainings will be partially delivered through a modern, secure and reliable eLearning platform.

2.2. Strategic Action Areas in the Scope of Strategic Goal 2

"Become an acknowledged EU ICT centre of excellence and service provider."

The Agency's intent is to evolve and refine its comprehensive governance and operational frameworks based on best practice and current industry standards. It will also continue to ensure the efficient and cost-effective

management of the systems by continuously monitoring and evolving operational processes and seeking opportunities to optimise its operations. This approach to continuous improvement covering governance and operations and other critical areas of our business aims to focus resources and integrate activities that are critical to the successful delivery of our stakeholders' requirements. A number of programmes will be initiated over the course of the years till 2020, to maximise efficiency, effectiveness (for details please refer to the table in section 1.2 "The strategic multiannual objectives as per Multi-Annual Work Programme"), respond to stakeholder requirements being in line with the legislative framework or legislative/regulatory changes and to enhance our culture and processes where required. The overarching principles of continuous improvement - acting on feedback, seamless evolutionary change and enhancing efficiency - will support and enhance our ability to deliver the respective systems and services effectively, consistently and reliably. The section below highlights the key initiatives required to implement such a continuous improvement culture to ensure that the appropriate operational models and governance frameworks are effectively managed and evolved.

2.2.1. Evolving as a Centre of Excellence

eu-LISA will continue to be a trusted and reliable partner to its stakeholders, through delivery of consistently high-quality services. To sustain this, eu-LISA will continue to optimise its organisation, governance and processes, utilising industry-recognised standards such as ITIL, Prince 2 and other relevant IT governance frameworks. The adoption of such standards will improve further the alignment between the business objectives and capabilities of the Agency and its operational model and will help to ensure sustainable and cost-efficient operations. The implementation and consolidation of such industry best-practice operational models and robust governance frameworks will therefore continue throughout the MAWP.

As a reliable and modern IT Service Provider, eu-LISA will continue to maintain and refine the processes in place for operational management of the systems following standards and best practice of ITIL/ITSM. Thus, eu-LISA will be able to further identify and implement activities to improve service quality and improve the efficiency and effectiveness of the established ITSM processes and service model, improving also significantly the cost effectiveness of delivering IT services without sacrificing customer satisfaction. Further co-ordinated integration of the IT Service management processes aims at providing the ongoing control, greater efficiency and opportunities for continual improvement of eu-LISA services.

Agency will continue to evolve its project management framework, based on PRINCE2. Important element of this evolution will be further development of the portfolio of the existing Project Management Office towards taking broader responsibilities within internal governance model of the Agency in the areas of integrated planning, performance monitoring and management reporting. Whilst implementation and continuous improvement of relevant industry standards is important, the Agency recognises the fact that to continue developing itself towards a Centre of Excellence, it shall be able to retain and develop its staff and to use its capabilities and expertise to continuously improve internal processes and procedures, in order to develop further their efficiency and added value to the organisation.

A key element in development of the Agency as a CoE is continuous and transparent engagement and dialogue with its stakeholders, primarily the Member States and the European Commission. The Management Board and the Advisory Groups will serve as a platform for this engagement. At the same time, the Agency will aim to open dialogues and establish and develop its partnerships with other agencies in the area of ICT governance as per its mandate. It will aim to create synergies and economies of scale, shared application portfolios and other relevant measures. Last but not least, the Agency will aim to develop and extend its engagement with the industry in order to monitor closely and benefit from developments of new technologies, solutions and best practices in the area of ICT. A sourcing strategy will also be introduced by 2016, which will undertake a

structured review and analysis of the Agency's spending, the results of which will be used to make informed business decisions about investment and associated procurement. The sourcing strategy will facilitate optimisation on the total cost of ownership through identification of optimal sourcing opportunities. This will allow the Agency to determine the life cycle costs of its systems, as cost elements beyond purchase price may be significant, at times equalling or exceeding initial purchase cost over the asset's lifecycle.

In accordance with Article 31 of the Agency Regulation, the Commission, in close consultation with the Management Board, performed an evaluation of the Agency, which was finalized in February 2016. As per Establishing Regulation of the Agency this evaluation assesses the way in which the Agency contributes to the operational management of large-scale IT systems and its role in the context of a Union strategy aimed at coordinated, cost-effective and coherent IT environment at Union level that is to be established in the coming years. However, as long as the aforementioned strategy does not exist, it has been agreed by the eu-LISA Management Board to exclude this element from the terms of reference for the evaluation and to evaluate the contribution of the Agency to the establishment of coordinated, effective and coherent IT environment for the management of large-scale IT systems supporting the implementation of Justice and Home Affairs policies. The Agency ensures adequate follow-up to of the findings and recommendations stemming from this external review by preparing and implementing a deliberate Action plan, starting in 2016. The report from the Commission to the European Parliament and the Council on the evaluation of the European Agency for the large-scale IT systems in the area of Freedom, Security and Justice is envisaged to be adopted in early 2017. It is also expected as follow up of the evaluation the European Commission to introduce in mid - 2017 a proposal for amendment of the mandate of the Agency to take account of the recommendations put forward in the evaluation

2.2.2. Evolving the agency's governance framework

The appropriate indicators for corporate and operational performance have recently been introduced. They enable the management of the Agency to monitor the performance of the organisation and the Management Board to perform its role in guiding and supervising the Agency. The corporate dashboard with all corporate KPIs was adopted by the Management Board in 2015 and tested in the beginning of 2016. Operational indicators, being now reflected in the standard SLA for the systems under management of the Agency, will continue to cover the term of the MAWP. The Agency will also ensure that identified corporate risks are managed and mitigated effectively through a tailored and robust risk management framework. This framework aims not only to support eu-LISA in achieving its organisational objectives, but also to further develop and promote the proactive management of risks within the Agency. To support both performance and risk management aspects, a framework of structured and coherent end-to-end processes designed as the main drivers of operational cost-efficiency will be applied and refined, an important element of which will be the further consolidation and standardisation of existing service management tools. Improvements in corporate governance, accountability and transparency will be achieved via the implementation of the roadmap for Corporate Governance of ICT.

The Agency's governance model, as operated and maintained through a sound and agile governance framework with included processes and procedures, shall ensure that that statutory requirements and relevant business needs are met. The model will be enhanced by relevant ICT governance standards, which shall safeguard that stakeholder needs are identified and evaluated, and further incorporated into organisational objectives. The Agency will also establish and continuously evolve its enterprise architecture model as one of the main tools to achieve efficiency of operations and economies of scale.

Last but not least, the Agency will design and implement a quality management system. It will be implemented following a gradual implementation approach, and will be based on the relevant and applicable quality management frameworks such as CAF. eu-LISA's quality management process will also incorporate the

outcome of already delivered internal projects for documenting and mapping of internal processes with corporate and business services. Stakeholders of the Agency will be further consulted in order to establish necessary quality requirements. The following quality actions will focus on a number of eu-LISA areas (both internal and external) with the aim to baseline and develop further the quality of services the Agency provides. In order to achieve and maintain compliance with Commission requirements and industry best practice, the Agency's internal control standards will also be further strengthened and reinforced.

2.2.3. Monitoring and applying developments in research for system evolution

The Agency will continue to develop its capabilities in the area of monitoring of developments in research and development in the fields of new and emerging technologies in order to better comply with its statutory obligation to keep the Council, the EP and the Commission and where relevant the EDPS informed on developments in research relevant for the operational management of the systems it manages. eu-LISA will continue to explore emerging technologies and their application. Amongst the topics identified in the multiannual Research and Technology Monitoring Strategy 2015-2017, it is anticipated that analyses of the state-of-the-art in IT hardware and infrastructure, standardisation in technologies for border control and police cooperation and biometric testing and system deployment strategies will be particularly interesting in 2017 and topics for the bi-annual research reports that will be defined in the annual roadmap document in late 2016 may include such matters. The results of such research monitoring will be integrated into relevant decision-making processes for the evolution of the systems under the management of the Agency. Thus, efforts will be made to increase and enhance interactions with staff and project teams as well as with the Advisory Groups where appropriate. Knowledge gained in intervening years regarding the value of efforts to monitor and contribute to European research projects will help to guide further efforts in this area. Notwithstanding, it is planned that relevant Agency staff work closely to both advise and monitor relevant Horizon 2020 and other relevant research and innovation projects. Overall, the Agency will continue to put in place the required resources and processes to ensure that regular monitoring of Research and Development allows the Agency to proactively follow and make use of important new developments.

2.3. Strategic Action Areas in the Scope of Strategic Goal 3

"Grow as the principal EU ICT technology centre and expertise hub."

This strategic goal stipulates that the Agency focuses upon establishing and leveraging partnerships with the relevant policy, operational and research actors. The essence for the corresponding objectives therefore primarily concern ability of the agency to provide advice and contribute to the decision-making process at EU level with its expertise and competencies. In addition, external communication and engagement with stakeholders in areas of mutual interest and concern, to share experience, expertise and good practices, will be another important element in this area. The Agency aspires also to become a technical enabler for other parties within the JHA area, for example by continuously improving its technical capabilities in biometrics and sharing this expertise with relevant stakeholders.

2.3.1. Partnerships with the Member States, EU institutions and other

stakeholders

The Agency will continue to maintain and develop relationship with all relevant stakeholders, both from public and private sector. With regards to the public sector, undoubtedly the most important stakeholders are the Member States. The Management Board and the Advisory Groups will remain the main fora for maintenance and development of mutual relationship. The Agency will continue also to put an emphasis on development of relationship with European Commission in order to be able to support and contribute in the most efficient and pro-active way to political priorities set at EU level. With regards to the other European Institutions and other relevant policy and operational actors, the Agency will continue to evolve its working relationships to achieve common goals. In achievement of these objectives, the Liaison office of the Agency in Brussel will play crucial role. However, a number of other mechanisms will be developed in order to promote the Agency's expertise, mission and mandate to the Agency's private and public sector partners for the period 2015 – 2020.

The Agency will continue to maintain and develop relationships with research institutions and industry to foster further knowledge acquisition in areas of relevance and interest, as identified in the Monitoring of Research Strategy. In order to effectively implement its mandate in this area, the Agency will monitor pro-actively development of relevant research activities; in particular, Horizon 2020 projects relevant to its mandate and entrusted tasks. Annual conferences and round tables with the industry will be the other means for stakeholder engagement, which will facilitate exchange of research results and knowledge sharing.

2.3.2. Partnerships with agencies and other relevant EU bodies

eu-LISA has established Working Arrangements with a number of JHA Agencies - CEPOL (the Working Arrangement with CEPOL having been signed already in 2013), FRONTEX (the Working Arrangement signed in 2014) and EASO (The Working Arrangement was signed in 2014). Their practical implementation is done through mutually agreed Annual Cooperation Plans. The Agency signed cooperation agreements with Europol and FRA and seeks to sign an agreement with Eurojust in the course of 2016 and ENISA in 2017. Over the years till 2020, cooperation with different EU Agencies will continue at strategic and operational level, with the focus on partners in the family of JHA Agencies.

The Agency will continue to establish and develop working relationships and partnerships where relevant, with public and private entities as required. These relationships will be based on the principles of complementarity and mutual benefits. Their strategic intent will be to support the Agency in the delivery of its mandate and entrusted tasks, as well as in development of its image as an open, trustworthy and efficient European agency.

2.4. Strategic Action Areas in the Scope of Strategic Goal 4

"Develop a modern, efficient and agile organisation."

The Agency's corporate services are brought together under strategic goal 4 to ensure that the necessary horizontal activities are identified, planned, implemented, monitored and reported in a coherent and consistent way to facilitate efficient and effective delivery of eu-LISA's work programme and to ensure sound financial & resource management, thus building and strengthening the Agency's organisation, governance and management structures. The activities covered by this goal comprise the majority of the Agency's governance and corporate services functions.

2.4.1. Strategic & operational planning

Over the years till 2020, the intent is to further refine and strengthen the strategic planning and reporting process and procedures within the Agency.

In 2015, the Agency has developed a standard and well-communicated process for the development, verification and adoption of the annual activity report and a Single Programming Document including a multi-annual programming. In addition, a regular review mechanism (incorporating the views of external stakeholders) for eu-LISA's long-term strategy will be put in place.

2.4.2. Financial management and procurement

Over the years till 2020, the Agency will continuously develop and strengthen its internal financial processes and procedures, taking a vigorous and pro-active approach to ensure the transparent and effective management of available financial resources. Specifically, eu-LISA will aim to continuously reach the intended targets in budget execution through improved accuracy of its budgetary forecasting. eu-LISA will also continue to monitor and evolve its financial and procurement procedures, establishing the elements, necessary for implementation of activity based budgeting (ABB). At the same time, the Agency will continue to refine its interactions with the Advisory Groups, especially involving them in the early stage of development of its Single Programming Document, in order to increase efficiency of the planning process and utilize as much as it is possible existing technical expertise in the groups.

The Agency's procurement activities will be streamlined through the consolidation and reinforcement of its procedures, building and maintaining capabilities to provide proficient advice on best practices and increasing pricing transparency in contracts supporting the systems. Particular focus in the period 2015 – 2020 will be to ensure the required agility to procure goods and services or source additional external resources in order to be able to address evolving political priorities in EU and shifts in Member States' business needs in a timely manner, optimizing life-cycle cost of contracts.

2.4.3. Facilities management

There are a number of major FM milestones to be achieved by 2020: Firstly, to ensure that the Agency's permanent premises in Tallinn becomes available (The Estonian Government aims at concluding construction of the permanent building of the Agency by the end of 2017). Secondly, that refurbishment of existing facilities and construction of the proposed new building in Strasbourg is delivered on schedule (contract signed on 10th June 2015 with duration of 26 months) and within approved budget.

2.4.4. Human resources management

There are a number of significant HR challenges for the Agency to face until 2020 but of immediate concern is to continue to attract, develop and retain people with relevant experience and skills, to meet the likely increase in eu-LISA's workload, whilst at the same time implementing the measures outlined by the European Council and Parliament to reduce staff by 5% between 2013 and 2018 in all EU institutions, bodies and agencies.

The HR function of the Agency will continue to ensure that adequate human resources to meet the strategic goals and operational plans of the Agency are available. It will achieve this through continuing to improve processes, systems and infrastructure providing high levels of efficiency, quality and cost effectiveness within HR and horizontally across the Agency in all HR processes through the development and implementation of its

HR Strategy¹³ and Staff Retention Policy¹⁴, which will be updated on an annual basis.

It will also regularly assess HR efficiency and effectiveness, by continuing to pro-actively review the Agency's tasks and their impact on HR through the framework of the multi-annual staff policy plan(s), which currently cover(s) the period 2015 to 2017.

eu-LISA will also try to further strengthen its culture of excellence through targeted technical and other relevant training and development programmes for staff and sustainable initiatives to develop a high-performing organisation. Following a full skills-gap analysis, the Agency will develop an Agency-wide training plan and ensure that staff are aware of their training needs and can access appropriate training courses and material will remain a priority throughout the years till 2020. The Agency will also continue to develop leading practices in the recruitment, development, recognition and retention of Agency staff. The emphasis will be on improving knowledge management through the introduction of a number of targeted initiatives pertinent to the Agency competency models.

2.4.5. Audit

eu-LISA will continue to use its audit function as a key enabler for the enhancement of risk assessment and process improvement. As such, the Agency will continue to cooperate with European Court of Auditors and the Internal Audit Service of the European Commission, hosting their audit missions and taking measures to respond to the resulting recommendations where necessary. The Internal Auditor of eu-LISA will continue to coordinate work in this area, including the preparation of reports, missions, follow-up activities and ensuring general awareness amongst management and staff of the Agency of the principles, objectives and procedures of internal and external auditing.

eu-LISA will also seek to implement successive levels of the Internal Audit Capability Model¹⁵ (IA-CM) over the next five years, allowing the Agency to introduce industry best practices to improve the effectiveness of its IA function over the term of the MAWP.

2.4.6. External and internal communication

The Agency will focus its external communication efforts on strategic communication to build transparent and mutually beneficial relationships between the Agency and its publics. The efforts of the Agency till 2020 in this field will be driven by its External Communication Strategy 2017-2020 (to be developed in 2016) and the Action Plan. eu-LISA shall build on proactive relations with target audiences and provide the general public with regular information regarding its mandate and activities. The Agency shall also continue to comply with all its statutory and legal obligations concerning publication of reports, statistics and lists of authorities.

¹³ An internal document, that is in process of adoption at the time of drafting the SPD 2017.

¹⁴ An internal document adopted by the Decision of the Executive Director No77-2015 of 23.10.2015.

¹⁵ Supplemental Guidance: Implementing a New Internal Audit Function in the Public Sector – April 2012, the Institute of Internal Auditors. www.globaliia.org/standards-guidance

Internal communication will aim to enhance the communication flow and actions within the Agency with the focus on promoting the corporate culture and improving employee engagement. This will be in line with the updated eu-LISA Internal Communication Strategy 2016-2020 and according to the Annual Action Plan. Related activities continue to focus on the efficient management of corporate communication providing the staff of eu-LISA in Tallinn, Strasbourg and Brussels with timely information on the core business and administrative matters, allowing all professionals to make informed decisions within their area of responsibility and thus maximise the output of our Agency.

3. Human and financial resource outlook for the years 2017-2019

3.1 *Overview of the past and current situation.*

3.1.1 *Staff population overview for 2015*

The staff population of eu-LISA consist of Temporary Agents¹⁶ (TA), Contract Agents (CA) and Seconded Nationals Experts (SNE).

In 2013, the Agency successfully filled all the posts outlined in its establishment plan, which until 2016 remains set at 120 posts for Temporary Agents.

In 2014, two additional posts and one post in 2015 for a short-term Contract Agent were allocated respectively to the Budget and Finance Unit and the Resources and Administration Department in order to enforce procurement functions. These decisions were taken using savings from the 2014 budget. These posts were used in 2015 and are planned to be in use also in 2016.

In 2015, the total staff population of eu-LISA consisted of 138 posts including all of the above stated categories of staff: 120 Temporary Agents, 12 Contract Agents and 6 Seconded National Experts.

A forecast for the Agency's annual staff turnover remains at 5% or 6 statutory staff members.

3.1.2 *Expenditure for 2015*

In 2015, eu-LISA managed a budget of € 67.6 M received from the EU subsidy. The initial budget of € 72.8 M was reduced by € 5.25 M in commitment and payment appropriations following a request from DG HOME to support the Union actions and emergency assistance in the framework of the Internal Security Fund. The reduction was preceded by a thorough analysis ensuring that no legal obligations and planned tasks of the work programme 2015 were negatively impacted.

The Agency retained its high budget implementation rate by the end of the year 2015:

- 99.7% for commitment appropriations;
- 99.4% for payment appropriations including the carry-forward of administrative expenditure to 2016.

For running the Agency 46% (Title 1 and Title 2) of the total budget is foreseen, amounting to 31.1 million, of which 12.9 million is foreseen for staff expenditure and 18.2 million for infrastructure and operating expenditure. It shall be noted that out of this amount 11.3 million Euro is allocated to the project for reconstruction of the operational site of the Agency in Strasbourg. The total operational budget amounts to 36.1 million, of which 2.2

¹⁶ These are posts in the establishment plan of the Agency. eu-LISA does not have Officials' posts in its establishment plan.

million will be committed for SIS II, 24.2 million for VIS and 5.6 million for EURODAC, 1.0 million for shared system infrastructure and another 3.1 million for a.o. training related to operations and external support services related to core systems etc.¹⁷

3.1.3 Other information

Information regarding human resources and concerning recruitment policy, appraisal of performance and reclassification, mobility policy, gender and geographical balance as well as schooling is provided in Annex IV A-E and in the relevant tables.

3.2 Resource programming for the years 2017 – 2019

3.2.1 Financial resources

In 2017, about 73% of the budget is foreseen to be assigned to the operational budget, cutting the cost of running the agency by 7% compared to 2016. According to the planning of the MAWP administrative expenditure will be around 27% of the total budget, while for the operation of the systems the peak of expenditure is planned for 2018, doubling the expenditure for SIS II (€ 4.9 million in 2017 compared to € 15 million in 2018 and € 6.4 million in 2019) and Shared Infrastructure (€ 10.3 million in 2017 compared to 12,5 million in 2018 and € 9.6 million in 2019). The expenditure for EURODAC will be € 6.2 million in 2017 and remain stable for the years 2018 and 2019 with € 2.8 million forecast.¹⁸

As regards administrative expenditure, no major changes are foreseen in 2017 compared to the previous years. Having said that, the appropriations in the 2014 and 2015 budget earmarked for the Strasbourg reconstruction and extension project, amounting to approximately EUR 20 M, are no longer planned in 2017 – 2019. Having said that, the budget for premises is expected to grow in order to accommodate the furnishing and equipping of both the renovated Strasbourg site and, starting 2018, of the new HQ in Tallinn currently planned by the Estonian government at its own expense.

In Title 1, due a combination of the stabilisation of the staff population and an increase in accuracy of calculation of salary and allowances, it was possible to reduce the contingency margins built in the 2015 and 2016 budgets. As a result, Title 1 in 2017-2019 is expected to grow in line with the indexations, and still remain at levels below the 2016 budget.

Annex II contains a budget breakdown: The table below provides detailed information of operational expenditure by system as foreseen in the 2017 SPD:

Justification of Expenditure by Budget Line		
Budget Line	Draft Budget 2017	Purpose

¹⁷ 2015 Budget after Amendment 1 – 2015 appropriations (C1 credits)

¹⁸ Figures for the budget years 2018 and 2019 are preliminary until adaption of the MAWP

Title 1 Staff Expenditure		
Budget line: A01 Staff Expenditure ¹⁹	16.133.700 €	The data calculated are based on historical information, expectations and contractual obligations as to the best estimates.
Title 2 Infrastructure and Operating Expenditure		
Budget line: A02 Infrastructure and Operating Expenditure ²⁰	8,382,400.00 €	The data calculated are based on historical information, expectations and contractual obligations as to the best estimates.
Title 3 Operational Expenditure		
Budget line: B03 Operational Expenditure	128,818,100.00 €	
B03000 Shared System Infrastructure (Core Systems)	7,541,300.00 €	
Management of unplanned changes to the CBS	200,000.00 €	In order to sufficiently respond to changes to the environment with regard to the CBS, this budget accounted will allow the Agency to finance the management of any decided changes.
Conducting unified network study	510,400.00 €	The existing communication infrastructure for core business systems is implemented in a way that each business system has its own communication infrastructure. This approach results in many cases to duplication of the services to Member States and Central

¹⁹ Conditional on the adoption of:

- Regulation of the European Parliament and of the Council establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third country nationals crossing the external borders of the Member States of the European Union and determining the conditions for access to the EES for law enforcement purposes and amending Regulation (EU) No 1077/2011 establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice and Regulation (EC) 767/2008 concerning the Visa Information System.
- Regulation of The European Parliament and of the Council on the establishment of 'Eurodac' for the comparison of fingerprints for the effective application of [Regulation (EU) No 604/2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person] , for identifying an illegally staying third-country national or stateless person and on requests for the comparison with Eurodac data by Member States' law enforcement authorities and Europol for law enforcement purposes (recast) additional appropriations of EUR 2,1 MIO as foreseen for Title 1.

		sites which leads to a higher amount of the communication infrastructure access points, higher complexity of the communication infrastructure and lower flexibility. To address these weaknesses of the current design of the communication infrastructure and to identify possible improvements a study should be executed. The implementation includes a study.
Continuous improvement of eu-LISA process and service model based on ITIL Best Practice and the integrated ITSM tool	150,000.00 €	This activity will mainly focus on enhancing the process integration of eu-LISA in the framework of ITSM in order to better serve stakeholders and reach higher levels of process maturity.
Definition and implementation of a maturity assessment model ²¹ for the Agency	270,000.00 €	The resources are required as to conduct a study and to assure related project support as to define and implement a maturity assessment model for the Agency(similar to the ones based on CMMI)
Establishing the technical design and implementation of the core business systems network test platform	150,000.00 €	The expenditure is required for receiving consultancy for the study, the later purchase of hardware equipment, software licences and integration/implementation services
Implementation of the 2nd phase of shared backup services (after phase 1 completion in 2016)	2, 120,000.00 €	Independently from the Common shared service (CSS) implementation, a related backup implementation activity is required to rationalise, from a financial and a technical resource point of view, eu-LISA's datacentre infrastructure management: a centralised backup infrastructure will accommodate all CBS capacity needs in a more efficient and effective way and will also optimise eu-LISA's backup

²¹ The maturity assessment model is an instrument to help an organization in assessing and determining the degree of maturity of its implementation processes.

		<p>management procedures. It is the aim to implement horizontally in two phases due to budget constraints, the backup feature that is currently deployed in an isolated (“silo”) approach in all CBS.</p> <p>The 1st phase (Not covered by the Framework Contract for Common Shared Infrastructure foreseen to be in place only by the end of 2016) will be implemented in 2016 as described in the relevant AWP2016. It includes the basic infrastructure with limited capacity.</p> <p>This 2nd phase tackles the part that will not be implemented in the 1st phase, due to budget limitations. It will include the implementation of capacity calibration and software integration. However, this implementation will not include interconnection of CBS with the shared services platform. This interconnection will be addressed in each CBS’s Maintenance in Working Order (MWO) contract, as an evolution.</p> <p>To finalise the 2nd phase of this project it is necessary to assure funding for:</p> <ul style="list-style-type: none"> - purchase of backup infrastructure (2nd phase); - SW licences; - integration / implementation services.
<p>Implementation of the 2nd phase of shared services (after phase 1 completion in 2016)</p>	<p>2,915,900.00 €</p>	<p>As to rationalise, from a financial and a technical resource point of view, eu-LISA’s datacentre infrastructure management, CSS platform shall be put into service. It should lead to significantly reducing the amount of different types of technical implementation as well as isolated (“silo”) approach in all Core Business Systems (CBS). This implementation will not include interconnection of CBS with the shared services</p>

		<p>platform. This interconnection will be addressed in each CBS's Maintenance in Working Order (MWO) contract, as an evolution.</p> <p>The expenditure covers:</p> <ul style="list-style-type: none"> - Purchase of ground infrastructure for shared services; - SW licences- integration/ implementation of 1st pack of shared services; - Maintenance 24/7; <p>For informational purposes, the current state of play regarding Common Shared Services Infrastructure is the following:</p> <ul style="list-style-type: none"> • A study on Common Shared Services has been successfully completed in September 2015 • Moreover, quick win implementation (1st phase of CSS implementation) has been already started in 2015, and expected to be completed by mid-2016, covering one Core Shared Service and its dependent sub services, namely external access to Service Manager 9 ITSM tool for contractors. <p>Based on CSSS results, a framework contract for the Common Shared Infrastructure implementation is foreseen to be in place by end of 2016. In the context of this FwC, eu-LISA foresees the implementation of the described activities.</p>
Advanced reporting tool (study and validation)	300,000.00 €	<p>In order to fully comply with industry standards for IT Service Management (ITSM/ITIL) the Agency's operational model needs to be enhanced and evolved. Hence, after defining the SLAs (that specify mechanisms for</p>

		<p>performance monitoring and reporting to ensure that the service levels are met and maintained over the contract terms) and the KPIs (that measure and control the performance of given processes), the implementation of an advanced reporting tool that will properly enable the Agency's processes' and systems' measurement and evaluation has to be initiated. The project will have 2 phases: study (analysis) and validation/ implementation. The expenditure is required for receiving consultancy for the study, the later purchase of network equipment and integration/implementation services.</p>
Introduction of Advanced Network Statistics	100,000.00 €	<p>The existing eu-LISA means for the monitoring of the performance and availability of the communication infrastructure are very limited and not allowing assessment and validation of the real performance of the communication infrastructure. For this reason an advanced network statistics system (1st part) shall be implemented to allow eu-LISA measuring and evaluating real performance of the communication infrastructure used by all core business systems (to be finally achieved in 2019 after completion). The expenditure is required for receiving consultancy for the study.</p>
Operate, manage and maintain the backup data centre and backup operational site in St. Johann / Pongau, AT	825,000.00 €	<p>To assure uninterrupted and high quality 24/7 level 1 operations/management of CBS and the underlying infrastructure in case needed, this activity is required to enable the backup data centre for providing the possibility to cover 24/7 daily operations of IT Infrastructure of CBS, including operational management, release and change management, incident</p>

		and problem management and resolution, maintenance activities and facilitation of projects execution.
B03001 System security and business continuity Total	1,160,000.00 €	
Implementation of centralized business continuity management platform software	10,000.00 €	To ensure the resilience of core business processes and systems to disaster, business continuity management platform software will be needed. This envisages the installation and putting into operation of a server-based software platform.
Implementation of SIEM on the Core Business Systems	400,000.00 €	To successfully manage security information and events, the activity will be needed to implement the SIEM on the CBS. This will cover the developing of the security monitoring processes and the implementation of the SIEM infrastructure (with included hardware and software).
Implementation of Technical Security Control Architecture Roadmap	400,000.00 €	As to protect the Agency's systems from emerging threats through adaptive technical security architecture and to provide assurance that the Agency's core business systems will effectively protect the information they handle and will function as they need to, a set of technical controls shall be implemented as foreseen in the Technical Security Control Architecture Roadmap.
Operate and improve the Security & Continuity Management System Framework	350,000.00 €	The expenditure is necessary for the operating and improving the Security & Continuity Management System Framework (e.g. audit of the SMS; annual external security assessment; business continuity exercising and testing; licence renewals; and maintenance of physical security measures).
B03100 SIS II MWO Total	6,825,000.00 €	

Carrying out SIS II test services for Member States	230,000.00 €	The expenditure is required to supply and/or contract the necessary services and items to assure the test services are provided to MS (environments set-up, test scenario design, test execution or consultancy) based on demand.
Finalisation of the project to increase the SIS II capacity/performance system/fine-tune functionalities	1,705,000.00 €	As to the increased capacity demand expected, in 2017 this multiannual project has to be finalised by providing the necessary documentation and fine-tuning of the system. In order to ensure the correct function of the system in the coming years (estimated until beginning of 2020), the capacity will have to be increased from 70 million records to minimum 100 million records.
Operational Management of SIS II (transition for the new SIS II MWO)	500,000.00 €	Taking into consideration that a new MWO will be signed, it is necessary to assure smooth transfer from the one contract to the other due to the complexity of the managing of the SIS II. This will cover transitions and set-up activities required for the new SIS II MWO contract to ensure continuous provision of 24/7 application management services, supervision of maintenance including patching, release management and change management. The current estimates consider that bidder will bear partially the costs but having costs of different nature (knowledge transfer, setup) it is estimated that a small part of the costs will have to be covered by eu-LISA. This is related also to the fact that acceptance of the transition is a requirement for the activation of operational

		and long-term work packages so there is the possibility that after the transition the selected bidder could suffer a serious financial impact if it bears 100% of the costs. Competition could be impacted if we force bidders to bear 100% of the transition costs.
Operational Management of SIS II	4,090,000.00 €	As to ensure that the SIS II operates as required, MS receive a reliable service of the SIS II and that conformity to the SIS II SLA is reached, the activity is necessary for the operational management of SIS II: the expenditure includes e.g. the continued provision of 24/7 application management services, adaptive and corrective maintenance, the supervision of maintenance and MS user assistance, as well as patching, release management and change management.
Study on SISII interoperability with other large-scale IT systems (the implementation of this activity depends on the results of the work of the HLEG)	300,000.00 €	Standard study for large-scale IT systems
Bo3200 VIS/BMS MWO Total	34,505,000.00 €	
Tuning of BMS transactional throughput	2,250,000.00 €	As to ensure VIS and BMS are improved and evolved to adapt to business needs and legislative changes, a fine tuning of the BMS transactional distribution is carried out for the amount of 3,000,000.00€. This activity is focused on improving BMS front-end configuration in order to align VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources. This activity is inter-related with the tuning of VIS Transactional Throughput and includes: - an assessment of the system utilization after the

		<p>completion of the VIS global rollout and recommendations for the required transactional tuning (BMS part)</p> <ul style="list-style-type: none">- additional HW, maintenance and COTS licence costs (for all Production and non-Production BMS environments)- additional Morpho licence costs (for all Production and non-Production BMS environments)- service costs for the implementation (for all Production and non-Production BMS environments) and update of the entire documentation- service costs for the qualification of the changes on all the environments (including end-to-end VIS-BMS performance tests) <p>Evolution consolidation as carried out with this activity will bring an added value of system to the MS by aligning and optimising the VIS and BMS capacity end-to-end. Since the current capacity of BMS was mostly calculated on the basis of forecasts, after the end of VIS Global Rollout an assessment has to be conducted to check if BMS computational resources are fully aligned with VIS and sharpened to meet Member States' needs. Without such an evolution, computational resources will stay over or under scaled compared to the real needs.</p> <p>In 2014 & 2015, eu-LISA had to perform major evolutions of the BMS, fully resigning its architecture, changing core components, in order to introduce scalability and be able to increase its capacity efficiently supporting the VIS worldwide rollout. As a follow-up, the BMS will have to further evolve. In 2017, one of the main outstanding aspect to be addressed is the</p>
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		<p>transactional distribution of the system which is not aligned with the VIS (and the MS), preventing MS from properly using the central system. Some of the BMS available resources for certain type of transactions are not available to MS (i.e. VIS is a bottleneck with less transactional capacity thus preventing MS to use available BMS capacity), for other operations, BMS is a bottleneck (i.e. the VIS is able to process more than BMS can). This activity aims at refining and aligning the BMS with the VIS transactional distribution, which would have been previously aligned with MS use of the central system. Some limited performance optimisations could also be considered (e.g. for newly identified business critical processes such as the processing and issuance of visa requests at borders) depending on specific requirements to be clarified with MS once the system is used at borders for this purpose</p>
BMS database increase	8,800,000.00 €	<p>As to ensure VIS and BMS are improved and evolved to adapt to required business needs and legislative changes, the database capacity of BMS needs to be increased. In case the activity is not endorsed, eu-LISA will not be able to guarantee adequate BMS capacity, which may result in critical technical resources shortage. According to analysis and projection in March 2018 is the point in time when the available capacity to host 60 million records will be exhausted. The activity therefore aims at increasing BMS data storage capacity to 100 M records in order to avoid capacity issues after March 2018th. It is organized in two steps: in a first step the BMS</p>

		<p>pre-production environment is updated in order to qualify the capacity upgrade before releasing the changes in production; in a second step the BMS production environment is upgraded accordingly next to changes validation in testing environment.</p> <p>For this purposes acquisition of fine-tuning of hardware, software and associated consultancy to implement the services is required.</p>
<p>Implementation of VIS/BMS end-to-end testing platform</p>	<p>5,800,000.00 €</p>	<p>Currently, VIS and BMS do share neither end-to end testing strategy nor tools. This situation prevents to have consistent transversal test campaign. In addition, current tools demonstrated their limits and lack of adaptability as they were based on custom solution built by former main development contractor. The expenditure is required to supply and/or contract the necessary services and items to assure sufficient VIS/BMS applications testing. Therefore, this action aims at defining and implementing a flexible end-to-end VIS/BMS testing solution based on COTS and industry standards, covering functional and non-functional aspects. In addition, it includes the definition and implementation of a global and representative VIS/BMS test database, unlike to the current situation where two VIS and BMS databases coexist. Additionally to the problems and limitations highlighted in regards to the current custom test tools, the advantages of a standardized and flexible test tool with automations will bring the following benefits:</p> <ul style="list-style-type: none"> - no dependency on a deprecated and proprietary solution (which is expensive and inefficient in terms of

		<p>evolution, maintenance and support)</p> <ul style="list-style-type: none"> - a significant amount of foreseen evolutions target capacity and performance improvements, allowing the reuse of the same set of automated tests - manual testing can be mundane, error-prone and therefore become exasperating. Test automation allows the test execution with very limited user interaction while guaranteeing repeatability and accuracy. eu-LISA staff will have more capacity to continuously improve the qualification process instead of concentrating a lot of efforts to re-execute the existing test scenarios - with automated test cases eu-LISA would be able to run thorough test campaigns for smaller changes (such as corrective/adaptive maintenance) thus ensuring continuous and better quality assurance of the system - documentation and reporting will be automatically generated - external manpower support and availability is increased when standardised test tools are used <p>The implementation of the activity will be a significant step towards testing industrialisation and automation as well as towards flexibility and improved testing reporting. It will drastically reduce time, increase efficiency, reduce costs and represent less involvement of Contractor for the qualification of further evolutions.</p>
Operational Management of BMS	6,000,000.00 €	As to maintain BMS in optimal working order and to assign required maintenance activities, the activity is required to perform combined operational management and

		<p>maintenance activities including continued provision of 24/7 application management services, adaptive and corrective maintenance, supervision of maintenance and MS user assistance, including patching, release management and change management to the system.</p> <p>The activity should ensure that the BMS provides the required service to MS in the necessary quality without interruptions</p> <p>In 2015 and 2016, BMS has been undergoing major capacity improvements which have an impact on the operational management costs as for example:</p> <ul style="list-style-type: none"> - BMS 2.1, increasing transactional throughput capacity up to 250% on synchronous and 650% on asynchronous channels. In addition, eu-LISA improved all non-Production environments - BMS 2.2, increasing Data Base capacity from 24M to 60M records. In addition, eu-LISA upscaled in 2016 the pre-Production environment throughput and Data Base capacity to 40% of the Production capacity. - Other major changes in BMS, such as implementation of a new Backup and Archive solutions, terminal servers. <p>These evolutions have impacted the cost of maintenance, support, licences and additional resources.</p>
Operational Management of VIS	7,500,000.00 €	<p>As to maintain VIS in optimal working order and to assign required maintenance activities, the activity is required to perform combined operational management and maintenance activities including continued provision of 24/7 application management services, adaptive and corrective maintenance, supervision of</p>

		<p>maintenance and MS user assistance, including patching, release management and change management to the system. The activity should ensure that the VIS provides the required service to MS in the necessary quality without interruption</p> <p>Since 2013, VIS has undergone many major capacity and structural evolutions which had a significant impact on the operational management costs, for example:</p> <ul style="list-style-type: none"> - VIS Evolution, increasing transactional throughput capacity from 60.000 transactions per hour to 450.000 transactions per hour. In addition, eu-LISA kept aligned the VIS Pre-Production to the capacity of Production environment. - VIS Database Increase, increasing Production and Pre-Production Data Base capacity from 40M to 100M records. - Other major changes, such as implementation of a new search engine, terminal servers, ... <p>These evolutions have impacted the cost of maintenance, support, licences and additional resources.</p>
<p>Tuning of VIS transactional throughput</p>	<p>3,250,000.00 €</p>	<p>The actual use of VIS by MS next to worldwide rollout finalisation will need adaptation and tuning of VIS as transactional processing configuration relies on assumptions and analysis made by Commission (based on MS' inputs before entry into operation in 2011).</p> <p>As to ensure VIS and BMS are improved and evolved to adapt to business needs and legislative changes, a fine tuning of the VIS transactional distribution is carried out. The activity is focused on improving VIS front-end configuration in order to align</p>

		<p>VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources. This activity is focused on improving VIS front-end configuration in order to align VIS transactional distribution with actual use of Member States National systems and therefore optimize the use of technical resources. This activity is inter-related with the tuning of BMS Transactional Throughput and includes:</p> <ul style="list-style-type: none"> - an assessment of the system utilization after the completion of the VIS global rollout and recommendations for the required transactional tuning (VIS part) - additional HW, maintenance and COTS licence costs (for all Production and non-Production BMS environments) - service costs for the implementation (for all Production and non-Production BMS environments) and update of the entire documentation - service costs for the qualification of the changes on all the environments (including end-to-end VIS-BMS performance tests) <p>Evolution consolidation as carried out with this activity will bring an added value of system to the MS by aligning and optimising the VIS and BMS capacity end-to-end. Since the current capacity of VIS was mostly calculated on the basis of forecasts, after the end of VIS Global Rollout an assessment has to be conducted to check if VIS computational resources are sharpened to meet Member States' needs. Without such an evolution, computational resources will stay over or under scaled compared to the real needs.</p>
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Data Warehouse implementation to improve automated reporting and statistics generation	905,000,00	<p>Implementation of the data warehouse will aim initially to establish of the technical platform and automation of regular daily, weekly and monthly technical reports for functioning of SIS II, VIS and EURODAC. Depending on the result of the work of the High Level Expert Group on interoperability and evolution of legal instruments governing the systems under management of eu-LISA capabilities of the platform might be further used for data quality monitoring and implementation of various statistical and analytical reports. The expenditure is needed to undertake the DWH Software development, more specifically to deliver:</p> <ul style="list-style-type: none"> - Documented standard report Data Warehouse specific functional requirements; - Logical /physical data model; - ETL design document; - Implementation of the Data Warehouse; - Test of the Data Warehouse; - Deployment of the Data Warehouse. <p>The expenditure includes all the related and necessary consultancy support and Hardware.</p>
Bo3300 EURODAC MWO Total	19,570,000.00 €	
Implementation of EURODAC evolutions (network migration)	190,000.00 €	<p>As to maintain EURODAC in optimal working order and to further improve the work of the system, the activity is required for the network provider to migrate to the dedicated network infrastructure (following Art. 3 RECAST Reg. 603/2013). It includes also a small adaptation and adjustments after the RECAST implementation.</p>
Implementation of EURODAC evolutions (capacity upgrade)	900,000.00 €	<p>The activity is required for a dedicated increase and aligns the system capacity with the business needs. Specifically,</p>

		<p>this will include a capacity upgrade of the number of records stored in the central system. Capacity evolutions planned for implementation during 2016 will allow reaching a capacity of 7,000,000 records in the database Regular capacity activities are on-going with Member States indicating that an additional capacity upgrade will be needed in 2017. This upgrade would target potentially memory, storage and boards. The estimate has been based on previous recent upgrades.</p>
Operational Management of EURODAC	5,400,000.00 €	<p>As to ensure that the EURODAC system operates as required, MS receive a reliable service of the EURODAC system and that conformity to the EURODAC SLA is reached, the activity is necessary for the operational management of EURODAC: the expenditure includes e.g. the continued provision of 24/7 application management services, adaptive and corrective maintenance, the supervision of maintenance and MS user assistance, as well as patching, release management and change management. The services will be arranged by awarding a new MWO contract.</p>
EURODAC Reform - functional changes and capacity upgrade (to be	10,830,000.00 €	<p>Upon approval of the legal proposal currently under discussion (EURODAC Recast), this activity includes the required functional updates and evolutions of EURODAC foreseen in the proposal, as well as to size the system appropriately to handle the increased number of transactions stemming from the new functionalities (throughput increase and capacity upgrades).</p>

executed under the condition that the relevant legislation is adopted) ²²		
DubliNet Integration - Operational management (to be executed under the condition that EURODAC recast proposal is adopted)	500,000.00 €	In the EURODAC Recast proposal, currently under discussion, it is foreseen that eu-LISA assumes full operational of DubliNet. The aim of this activity is to align the operational model of DubliNet with this of the other systems and to ensure the needed support model for MS (PKI services, operational and contractual support, necessary evolutions etc.).
Development of new system for the Dublin Allocation mechanism (to be executed under the condition that the Dublin IV proposal is adopted)	1,750,000.00 €	In the new Dublin IV legal proposal that is currently under discussion, the creation of a new system for the automatic allocation mechanism follow-up is foreseen. This system will be used to control the re-distribution of asylum applicants across EU, based on the Reference key established by the legal proposal. eu-LISA will develop and operate the new system, upon approval of the legislation.

22 Subject to adoption of Regulation of the European Parliament and of the Council on the establishment of 'Eurodac' for the comparison of fingerprints for the effective application of [Regulation (EU) No 604/2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person] , for identifying an illegally staying third-country national or stateless person and on requests for the comparison with Eurodac data by Member States' law enforcement authorities and Europol for law enforcement purposes (recast)

B03400 Entry / Exit System	54,520,000.00 €²³	
Development of the EES	54,520,000.00 €	The budget is foreseen for development and project management, software and hardware supply, administration, network development, meetings and trainings.
B03600 External Support Services directly related to Core Systems Total	3,518,800.00 €	The expenditure is required to cover the costs for external support related to the core business systems of the Agency (VIS/BMS, SIS II, EURODAC); specifically this includes the external service providers that support the Agency for tasks that could not be covered by the Agency's staff due to the limitation in the human resources at eu-LISA or the specialised nature of the qualifications or knowledge required, which is not available at the Agency. However, the tasks of these external services providers are linked with the upgrading and improving of the system's capabilities, they will not be directly assigned to the systems.
B03710 Advisory groups Total	420,000.00 €	The resources are needed for: organising 4 statutory meetings per AG (travel expenses, meals); other expenses related to the activity of AG members covered according to the eu-LISA Rules of Procedure.
Timely administrative support for the Advisory Groups	420,000.00 €	The resources, based on the experience gathered in the previous years, are needed for: organising 4 statutory meetings per AG (travel expenses, meals); other expenses related to the

23 Subject to adoption of Regulation of the European Parliament and of the Council establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third country nationals crossing the external borders of the Member States of the European Union and determining the conditions for access to the EES for law enforcement purposes and amending Regulation (EU) No 1077/2011 establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice and Regulation (EC) 767/2008 concerning the Visa Information System.

		activity of AG members covered according to the eu-LISA Rules of Procedure.
B03730 Other meetings and missions Total	8,000.00 €	
Implementation of activities as listed in the Annual Internal Audit Plan	8,000.00 €	The expenditure is required to supply and/or contract the necessary services and items for the implementation of activities as listed in the Annual Internal Audit Plan
B03800 Training directly related to operations Total	250,000.00 €	
Learning and development of technical skills for the management of IT systems	250,000.00 €	In order to meet requests from the MS to include in eu-LISA training also very specific technical training topics, eu-LISA relies on technical expertise of external experts/contractors. The task and the allocated money will be used for trainings that cannot be delivered internally.
B03810 Training for Member States Total	500,000.00 €	
Implementation of activities as listed in the Annual Training Action Plan for Member States	500,000.00 €	Following its legal obligations from the establishing regulation, eu-LISA organizes and provides training on the technical use of the large scale IT systems to experts from Member States (National IT operators, SIRENE, Schengen evaluators). With the amount required the Agency covers all costs related to preparation of general training materials and training delivery (e.g. trainer fees) as well as all costs related to expenses of trainees to attend the courses (e.g. accommodation, flights). Costs for creation of e-Learning materials and management of the eu-LISA learning management system are covered from this amount. Finally, all cooperation activates with MS, JHA Agencies and eu-LISA Network of national contact points (NCP) for training related matters are covered from this amount as well

Total draft Budget 2017	153,334,200.00 €	
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3.2.2 Human resources

Detailed information for the planning of the Agency's human resources is presented in tables 1 and 2 in Annex III, which provide the staff planning for the length of the multiannual plan: 2017-2019.

It takes into account the Management Board approved posts for the new or additional tasks in regards to the Work Programme 2016 and Single Programming Document 2017 and described below as well as the position of the European Commission as outlined in its communication²⁴ to the European Parliament and the Council, "Programming of Human and Financial Resources for Decentralised Agencies 2014-2020" dated 10.7.2013 and tries to rationalise the Establishment Plan figures in line with Commission guidance. The expected cuts include 5% of the staff (equal to 6 posts) and 1 post for the deployment pool of the European Agencies.

In this context, the establishment plan of eu-LISA will start to decrease between 2016-2018 from 120 posts to 118 in 2016, to 115 posts in 2017 and 113 posts for the years 2018-2020.

It should be noted that these figures do not include any estimation of the staffing needs for the projects like EES, for which the legal basis has not yet been adopted at the time of writing this document.

The Contract Agents are not part of the establishment plan, but remain relevant from both a budgetary and workforce planning perspective.

In 2015, the Management Board of eu-LISA adopted a decision approving employment of up to 8 additional Contract Agents in 2016 within adopted annual budget for the tasks not related to the Smart Borders. eu-LISA used this authorisation to employ a Corporate Business Continuity Officer in the Security Sector as requested by the Agency and 6 Network administrators in the Operations and Infrastructure Unit (all of them CA FG IV).

As from 2016, four posts for the Contract Agents (FG IV) were allocated by the decision of the Management Board of eu-LISA of 18 November 2015. Two IT Specialists and 2 Applications Administrators were employed following this decision in the Applications Management in order to increase the EURODAC capacity.

As close collaboration with its stakeholders is one of the four strategic goals of eu-LISA, eu-LISA decided to raise from 2016 onwards the number of Seconded National Experts in order to respond to the need expressed by the Member States from six to eight persons.

Challenges remain concerning the recruitment of new staff with the required experience and qualifications for the performance of the tasks and planned activities in the perspective of 2017-2019, and to balance these plans against ongoing budgetary and resourcing constraints. The objectives and activities of the Single Programming Document for 2017 will require development of the skills or competencies, which may not be available at the moment. Since the plans to cut the staffing levels concerning the temporary agents remain valid, a solution will be sought in the development and application of the competency framework as well as the learning opportunities provided and training offered to staff.

Resource outlook over the years 2017-2019

The main focus as regards the human resources of eu-LISA will continue to be on combining a regular and

²⁴ COM (2013) 519 final. It foresees that a decrease of the staff (Temporary Agents) will result in the following staff levels: 120 in 2015 followed by 118 in 2016, 115 in 2017 and to 113 in the years 2018-2020.

flexible development of in-house human resources with the outsourcing approach wherever this will be of an added value in regards to the activities performed in order to reach the objectives of the Single Programming Documents of the Agency in the years 2017-2019.

a) New tasks

The Agency remains prepared to take responsibility for the development and operational management of other systems, subject to the adoption of the relevant legal instruments.

The development and operational management of the EES will become a new task for eu-LISA once the legal basis for its implementation is adopted by the co-legislators. In order to facilitate the process some preparatory work has been scheduled for this new system. The Entry-Exit Regulation is expected to be adopted by the co-legislators in 2017.

In 2015, the Management Board of eu-LISA adopted a decision²⁵ approving employment of one contract agent (CA FG IV), starting already in December 2015, to assist the Human Resources and Training Unit (HRTU) in preparation of the recruitment process (defining profiles, preparation of the calls for interest etc.) for the Smart Borders.

The initial profiles that would be important in the development phase of the EES are presented in table 1 below. The allocation of the profiles to the respective Units or Sectors is preliminary and reflects. The more detailed discussion may follow once the EES proposal is adopted by the co-legislators.

Table 1 – Forecast of the additional posts required for the Entry/Exit System.

Temporary Agents (TA)						
Unit	Post	Grade	2017	2018	2019	Cumulative 2017-2020
AMMU	Programme Manager	AD 8	1			1
	Project Manager	AD 7	1			1
	Project and Technical Quality Assurance	AD 5	1			1
	Test Manager	AD 5	2			2
	Application Administrator	AD 5	1			1
	Application Architect	AD 7	1			1
	Database Engineer/SOA-Middleware specialist	AD 5	1			1
	Business analyst/Solution architect	AD 7	1			1

OIU	Network Administrator	AD 5	1			1
Security	Security Officer	AD 5	1			1
FPU	Finance Officer	AD 7	1			1
	Procurement officer	AD 5	1			1
	Finance/budget officer/assistant	AST 4	1			1
Total TA: 1AD8, 4 AD 7, 8 AD 5 and 1 AST 4			14	0	0	14

For the above posts, the proposed grading is in accordance with Article 53 CEOS, in the range AD5 to 8 for Administrators, and AST1 to 4 for Assistants. Entry level grading is used for the majority of the posts. Grades that are more senior are foreseen for the posts where substantial or specialised previous experience is strictly required (programme and project management, technical architecture analysis and design, senior financial management). This is the minimum required by the Agency to design, develop, evolve, and maintain a new high availability system, with additional budget doubling the operational appropriations. Due to the specialised tasks, it will be difficult to attract the required professionalism unless the seniority in the grading reflects the level of responsibility for the EES related tasks.

On 16 November 2016 European Commission presented a Proposal for a Regulation of the European Parliament and of the Council establishing a European Travel Information and Authorisation System (ETIAS) ETIAS will be yet another system to be designed, build and tested with all stakeholders and eu-LISA is requested to undertake this work. Once the relevant Regulation is adopted, it will have an impact on the Agency operation and the staffing plans in the following years.

The estimated number of the additional staff would be approximately 80-90 persons in the years 2018-2020. However, in the staff overview presented in Annex III, these numbers have not been reflected as the proposal is still under the discussion.

a. Growth of existing tasks

In the current political situation and the technology developments, the Agency remains focused on the improvement or further development of the systems it manages.

In 2015, the Management Board of eu-LISA adopted a decision²⁶ approving employment of up to 8 additional Contract Agents in 2016 within adopted annual budget for the tasks not related to the Smart Borders. Eu-LISA used this authorisation to employ a Corporate Business Continuity Officer in the Security Sector as requested by the Agency and 6 Network administrators in the Operations and Infrastructure Unit (all of them CA FG IV).

As from 2016, four posts for the Contract Agents (FG IV) were allocated by the decision of the Management Board of eu-LISA of 18 November 2015²⁷. Two IT Specialists and 2 Applications Administrators were employed following this decision in the Applications Management in order to increase the EURODAC capacity.

Implementation of EURODAC recast will become an additional task for eu-LISA once the following proposal is adopted by the co-legislators: proposal for a Regulation of The European Parliament and of the Council on the establishment of 'EURODAC' for the comparison of fingerprints for the effective application of Regulation (EU) No 604/2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person, for identifying an illegally staying third-country national or stateless person and on requests for the comparison with EURODAC data by Member States' law enforcement authorities and Europol for law enforcement purposes (recast).

An increase in the establishment plan by 2 posts is foreseen as from 2017 for the additional human resources required for the EURODAC recast and the below table presents the grading and responsibilities of these posts.

Table 2 – Forecast of the additional posts for EURODAC (Dublin) recast

Temporary Agents (TA)						
Unit	Post	Grade	2017	2018	2019	Cumulative 2017-2020
AMMU	IT Specialist	AD 5	2			2
Total TA: 2 AD 5			2	0	0	2

Inclusion of the SIS II AFIS project²⁸ for the integration of the fingerprint identification technology into SIS-II. In terms of staff planning for this project, will constitute 2 additional Contract Agent posts (IT Specialist and Application Administrator). In future (as from 2018) one additional SNE post (for Business Analyst) is envisaged in support of AFIS.

b) Efficiency gains

The policy objectives are to be achieved taking into account the constraints affecting eu-LISA's budget and available human resources, including the foreseen reductions of staff for the tasks performed currently and the additional tasks to be taken over by the Agency in the future. Therefore, it is inevitable that every staff member will take a share of the additional work burden. Seeking for the efficiency gains and optimising the solutions will play a vital role in planning the activities and executing the respective tasks.

The restructuring of the Resources and Administration Department that took place in 2015 and the creation of Sectors in the organisational structure of eu-LISA aimed at gaining efficiency in handling the float of the procurement projects as well as to improve the internal workflow in regards to the horizontal tasks.

Some further efficiency gains should take place in the longer-term perspective with the implementation of relevant HR IT systems to manage the personnel files and the working time of the Agency's staff and the Document Management System.

²⁷ Decision 2015-155 of the MB of eu-LISA of 11 November 2015 (ref. document 2015-180).

²⁸ Decision 2016-012 of the MB of eu-LISA of 15 March 2016 (ref. document 2016-024).

Finalisation of a Framework Contract external support signed in 2015 should assist the Agency to deal with relevant tasks on a short-term basis.

c) Negative priorities/Decrease of existing tasks

There are no negative priorities envisaged by the Agency in the nearest foreseeable future due its very early stage of organisational development.

At the time of drafting this document, it cannot be however excluded that a potential decrease of the Agency's budget may result in the need to review the activities planned in the Single Programming Document 2017.

d) Redeployment of resources in view of budgetary constraints

As stated in Point 3.2.2 above the Agency has taken into account for the planning of its human resources the position of the European Commission outlined in the communication²⁹ to the European Parliament and the Council, "Programming of Human and Financial Resources for Decentralised Agencies 2014-2020" and included in its Establishment Plan for the next years the numbers of staff in line with Commission guidance.

It is envisaged that the natural turnover or end of the employment contract will be used for this purpose depending on the nature of the post becoming vacant. A more detailed planning is difficult at this stage due to a fact, that only in the last quarter of 2017 the first employment contracts will come to an end enabling to use the situation for the redeployment purpose. In the planning, the lowest grades in both function groups have been taken into account for the calculation of the staffing levels.

A decrease of the staff numbers (Temporary Agents) from 120 in 2015 to 118 in 2016, to 115 in 2017 and to 113 in the years 2018-2020 has been reflected in tables 1 and 2 in Annex III.

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

The human resources of eu-LISA and their evolution over the years, including plans for the perspective 2017-2019, have been reflected in tables 1 and 2 in Annex III.

29 COM (2013) 519 final.

Section III Work Programme Year 2017

1. Executive summary

In 2017, eu-LISA will continue to deliver its tasks as deriving from its mandate and its strategic goals as set in its Strategy 2014 - 2020. The main efforts and resources will be dedicated to the operational management, maintenance and evolution of the systems entrusted to the Agency. As to evolve the existing core business systems, new capabilities and increased capacities such as adding AFIS solution to SIS II will be introduced to meet the business requirements. This will be supported by implementing a flexible VIS/BMS testing solution based on industry standards, as well as by finalising the projects on shared services and backup services. In 2017, the Agency will aim to deliver impact assessments for initiatives that are considered necessary by the Agency and might require amendment of Agency's establishing regulation, namely: active/active mode of operations, unified network and Data Warehouse project.

Specific attention will be put on the introduction of the Entry/Exit system forming the Smart Borders initiative. Implementing a total quality management system (the Common Assessment Framework, mentioned above, introducing the total quality concept in eu-LISA by using holistic approach) in order to ensure that stakeholders' expectations and requirement are met will become an activity for the entire Agency.

The operational system security and business continuity elements will be enhanced by a number of activities such as e.g. SIEM introduction and the capabilities to handle restricted information will be expanded. The physical security assurance will also be a priority

As regards to the statutory requirement to provide training to the MS on the use of the systems, eu-LISA will continue to elaborate tailored trainings for the MS experts. The agency will further strengthen its partnerships with other agencies by signing Working Agreements. The Agency will strengthen the public awareness of its activities by carrying out a number of dedicated actions e.g. an integrated communication campaign.

At the same time, number of other (both internal and external) activities will be carried out to support delivery of the core tasks and to develop further performance of the Agency and its contribution towards its stakeholders.

Operational management of the systems

The Agency will continue to provide services to the Member States as with regards to the VIS/BMS, SIS II and EURODAC system by assuring their timely, efficient and effective management. It will assure 24/7 operational management including application management services, adaptive and corrective maintenance, supervision of maintenance and MS user assistance, patching, release and change management, and will also contribute by compliance tests, as well level 2 management (eu-LISA in-house troubleshooting, configuration, database administration, and repair for server, network, infrastructure, email, file shares, and other infrastructure issues which do not require involvement of the related contractors) of the IT infrastructure will also be provided. The remaining backup and shared services will be implemented by deploying a complementary backup infrastructure and by using the virtualised environment.

Evolution of the systems

The evolution of the systems will continue: The Agency will finalise the project for SIS II capacity increase and legal and functional evolutions, and efforts will be made so that SIS II is able to use AFIS. VIS and BMS transactional tuning will continue as well as VIS/BMS end-to-end testing. The BMS database capacity will be further increased to meet the business needs. The EURODAC evolutions activities will support the network provider for the migration to the dedicated network infrastructure (following Art. 3 RECAST Reg. 603/2013). It will also include a small adaptation and adjustments after the RECAST implementation. Finally, the records capacity of EURODAC will be upgraded. To this extend the EURODAC AG has already given provided a positive opinion for the needed capacity increases during 2015/2016. A fine-tuning exercise is being carried out as available information indicates that an additional increase will be needed in 2017.

Data Warehouse will be implemented to improve automated reporting and statistics generation. Here a legal assessment and related business impact analysis will be performed prior to implementation.

Network and communication infrastructure

A unified network study will be conducted to analyse the current network design and to propose improvements to the design to achieve higher efficiency, flexibility and robustness in order to be able to provide better and more reliable service to the related communities. Core business systems test platform will additionally be developed.

Development and operational management of new systems

Based on the pending adoption of the necessary legal base Agency is prepared to implement necessary development activities required for the development of the Entry/Exit System for which the proposal provides for the necessary human and financial resources.

Security

The organisation's security will continue to be a top priority for the Agency. For this purpose, eu-LISA will operate and improve its Security& Business Continuity Management System Framework. The necessary tools allowing the Agency to exchange information with EU-Restricted level will be developed and implemented as well as centralised business continuity management platform and SIEM infrastructures. Protection of the eu-LISA's facilities will be assured by provision of 24/7 guard force. The technical security controls will be performed in accordance with the Technical Security Control Architecture Roadmap.

Data protection

Data protection will remain an important area. The DPO will provide several data protection learning sessions to introduce the concept of data protection to the new staff and to refresh the knowledge of the current staff. As a part of the everyday business, the operations containing personal data will be closely monitored.

Statutory reporting

Statutory reporting as requested by the legal mandate of the Agency will be continued according to the existing requirements and best practices.

Provision of training on the technical use of the systems to member states

The Agency will continue to provide a high quality tailored training for the Members States on the use of the systems under its management.

Evolving as a Centre of Excellence

Efforts of the Agency in its drive towards state of CoE will be focused both internally and externally. The Agency will look to streamline further its internal processes and to develop further quality of produced results through implementation of specific tools and solutions for automation. These will address areas like statutory reporting, and operational management of systems and networks (in particular collection of advanced statistical information). A study will be performed and later validated to draft requirements for an advanced reporting tool on KPIs and SLAs. A maturity assessment model will be designed and implemented as well.

On the external dimension the Agency will continue executing as well as conclude new Working Arrangements and Annual Action Plans with a number of JHA agencies (FRONTEX, CEPOL, EASO, Europol, FRA and Eurojust amongst them) to establish synergies and economies of scale. The Agency will also develop further already established Security Officer's Network and will organise a meeting of other agencies' DPOs to exchange experiences and best practices. Engagement and exchange with the industry will continue through monitoring of research, annual round tables and conferences.

Evolving the agency's governance framework

The Agency's corporate governance framework will be reviewed and evolved with the aim to increase its efficiency and effectiveness. Furthermore, foundations of a quality management system will be introduced. In 2017th Agency will continue development of its budgetary planning process towards Activity Based Budgeting (ABB).

Monitoring and applying developments in research for system evolution

The Agency will closely monitor the technological developments that are within the scope of its interest as defined by the Research and Technology Monitoring Strategy 2015-2017 and within the limits of its mandate. Its implementation will be carried out based on by the 2017 Research and Technology Monitoring Roadmap, which will include activities related to possible new systems development (e.g. EES) and evolution of existing systems. Production of biannual reports will continue as per previous year and will focus on priority areas identified in the Roadmap, possibly including examination of possibilities to enhance mobility and flexibility in system management, IT hardware and infrastructure, biometric testing and system deployment strategies. Active exchange with peer EU partners will be promoted and carried out in order to enhance relevant research monitoring activities.

Partnerships with the Member States, EU institutions and other stakeholders

There will be two main fields of activity concerning the external partnerships: the first one is to provide high quality of assistance in the Schengen evaluation missions through expertise in the technical functioning of SIS II with a focus on operational and security aspects. The second one is to fully implement the activities foreseen in the Stakeholder Management Action Plan.

Strategic and operational planning

Being focused on efficiency, the Agency will optimise the process of collecting data for planning and reporting purposes. The organisation will continue to fulfil the legal requirements in the fields of planning and reporting. In addition, the eu-LISA will continue to improve and align its planning efforts and the other processes thus reducing the stress on the human resources and the possible conflict of tasks. Focus will be put on making the planning process lean and more efficient by introducing automation where possible.

Financial management & procurement

In the field of financial management, a limited project will be executed to transfer the paper-based workflows to electronic workflows. The Agency will execute its Annual Procurement plan and will focus to improve the budgetary planning and execution process. The Agency intends to further progress in the area of activity-based budgeting. So far, the budget structure, nomenclature, and budgetary posting criteria, were revised each year to better reflect the nature of expenditure and group them by activity.

Facilities management

In 2017, the Agency will move to new premises both in Tallinn and in Strasbourg. Furthermore, the IT platform tool for collaboration between the Agency and its stakeholders will be upgraded as well as the network, system and security architecture. The corporate IT services will be improved and the document management system will be enhanced with new features.

Human resources management

The EU staff regulation and internal staff rules will be further implemented in such a way so the staff receives its entitlements with regard to payments, leave, appraisal and reclassification accurately and in due time. The relevant process to ensure timely recruitment and replacement of staff due to natural turnover will be further enhanced and a 360° evaluation exercise will be held to improve managerial performance. Finally, a health and safety policy will be drafted and an e-library will be created.

Audit

To secure that the functions of the Agency are executed as intended, the internal audit capability will provide independent, objective auditing and consulting services. An Annual Internal Audit Plan will be executed and a Quality Assurance and Improvement Program will be implemented.

External and internal communications

An annual large-scale awareness event for the stakeholders will be organised and the Annual External Communications Plan will be implemented as foreseen. To strengthen its corporate culture, the Agency will implement an Annual Internal Communication Plan.

2. Activities

2.1. Activities within the scope of Strategic Goal 1³⁰

Operational activities

Operational management of the systems

2.1.1. Assure uninterrupted and high quality operations of the CBS

Type of activity: Operational

Description: 24/7 monitoring of the core business systems; level 1 incident management and interactions with MS and facilitation of projects execution.

Value added: Fulfilment of the requirements of the founding regulation (Article 1 (4)) to keep the large-scale IT systems functioning in accordance with the specific provisions applicable to them.

Main challenges: Main challenge here is to assure uninterrupted services with limited resources available compared to the demand of providing the services in a 24/7 shift model. To address this, the Agency will continue to design, implement and improve appropriate systems to monitor business transactions, application performance, systems and network status.

³⁰ This distribution of the activities by Strategic Goals intends to demonstrate the link between the activity and the relevant Strategic Goal. It does not exclude that an activity can also support the achievement of other Strategic Goals,

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities ³¹	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE ³²	Budget 2017 ³³³⁴	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the CBS	To assure uninterrupted and high quality 24/7 level 1 operations/management of CBS	Uninterrupted and high quality 24/7 level 1 operations/management of CBS	Conformity to the SLA	Performance of the service desk meets requirements of related SLA	Reports on the performance of the system and SLA	17		OIU

2.1.1.2. Level 2 management of the IT infrastructure of the CBS

Type of activity: Operational

Description: Daily operations of IT Infrastructure of CBS, covering operational management, release and change management, incident and problem management and resolution, maintenance activities, contribution to the preparation, design, and implementation of projects managed in other units.

Value added: Fulfilment of the requirements of the founding regulation (Article 1 (4)) to keep the large-scale IT systems functioning in accordance with the specific provisions applicable to them.

³¹ Outcome might be direct result of one activity, but it can be a synergy effect of two or more activities.

³² Full-time equivalent (FTE), a unit of measurement indicating the number of working hours that represents one full-time employee during a fixed time period. FTE simplifies work measurement by converting workload hours into the number of people required to complete that work. The Direct FTE gives an indication of the allocation of available human resources specifically working to achieve the objectives of the activity. It does not include those FTEs relating to management tasks nor does it attempt to capture all horizontal/supporting activities.

³³ Detailed explanation of the expenditure by activity is given in Annex 1

³⁴ Budget includes the direct expenses excluding any amount necessary for external support services under Title 3

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the CBS	To assure uninterrupted high quality operation of the infrastructure of CBS	IT Infrastructure ensures proper and uninterrupted functioning of CBS throughout the year. Network development environment design and on-going implementation	Conformity to the SLAs	Standard and specific SLA 100% met	Reports on the performance of the systems	6 ³⁵		OIU

2.1.3. Operational management of EURODAC

Type of activity: Operational

Description: Continued provision of 24/7 application management services, supervision of maintenance and MS user assistance, including patching, release management and change management. A new MWO contract shall be awarded.

Value added: The EURODAC system provides the necessary service to MS in the necessary quality without interruptions.

Main challenges: To assure that the system operates according to the business expectations and technical specifications.

³⁵ The FTEs for this activity are shared with the activity above (2.1.2. Assure uninterrupted and high quality operations of the CBS)

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the EURODAC system	To maintain EURODAC in optimal working order	EURODAC system operates as required	Conformity to the EURODAC SLA	Standard and specific EURODAC SLA 100% met as described in SC Annex 3: EDAC Specific services after endorsement by Member States.	Reports on the performance of the system and SLA	3.5	€ 5,400,000.00	AM MU

2.1.4. Operational management of VIS

Type of activity: Operational

Description: Continued provision of 24/7 application management services, supervision of maintenance and MS user assistance, including patching, release management and change management.

Value added: The VIS provides the necessary service to MS in the necessary quality without interruptions.

Main challenges: To assure that the system operates according to the business expectations and technical specifications including:

- continued provision of 24/7 application management services;
- adaptive and corrective maintenance;
- supervision of maintenance and MS user assistance including patching, release management and change management to the system.

The activity should ensure that the VIS provides the required service to MS in the necessary quality without interruptions of service.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the VIS	To maintain VIS in optimal working order	VIS operates as required	Conformity to the VIS SLA	Standard and specific VIS SLA 100% met	Reports on the performance of the system and SLA	3.6	€ 7,500,000.00	AM MU

2.1.5. Operational management of BMS

Type of activity: Operational

Description: Continued provision of 24/7 application management services, supervision of maintenance and MS user assistance, including patching, release management and change management.

Value added: The BMS provides the necessary service to MS in the necessary quality without interruptions.

Main challenges: To assure that the system operates according to the business expectations and technical specifications.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the BMS	To maintain BMS in optimal working order	BMS operates as required	Conformity to the BMS SLA	Standard and specific BMS SLA 100% met	Reports on the performance of the system and SLA	2.1	€ 6,000,000.00	AM MU

the Member States as per the Agency's core mandate

2.1.6. Operational management of SIS II

Type of activity: Operational

Description: Continued provision of 24/7 application management services, supervision of maintenance including patching, release management and change management.

Value added: The SIS II provides the necessary service to MS in the necessary quality without interruptions.

Main challenges: Increase SIS II availability through:

- reduction of unplanned service disruption;
- reduction of operational maintenance unavailability.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
: Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the SIS II	To maintain SIS II in optimal working order	SIS II operates as required	Conformity to the SIS II SLA	Standard and specific SIS II SLA 100% met as described in SC Annex 3: SISII Specific services after endorsement by	Reports on the performance of the system and SLA	3-5	€ 4,090,000.00	AM MU

Member States

2.1.7. Operational management of SIS II (transition for the new SIS II MWO)

Type of activity: Operational

Description: Transitions and set-up activities required for the new SIS II MWO Contract to ensure continuous provision of 24/7 application management services, supervision of maintenance including patching, release management and change management.

Value added: Provision of the SIS II services to MS with the right quality and without interruptions.

Main challenges: Overcome the transition barriers between the two suppliers.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of SIS II system	Knowledge transfer and set-up for the new contractor	To maintain SIS II in optimal working order	SIS II operates as required by the new MWO	Conformity to the SIS II SLA after the transition.	Standard and specific SIS II SLA 100% met after the transition	Reports on the performance of the system and SLA. Additional deliverables related to the transition.	1	€ 500,000.00	AM MU

2.1.8. Carrying out SIS II test services for Member States

Type of activity: Operational

Description: Activities including qualifying new MOMs, support to new national systems, compliance tests, MS maintenance.

Value added: Insures compliance with the central system.

Main challenges: Dependency on the information and requests coming from member states.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Additional services available to stakeholders	Ensure timely, effective & efficient management of all systems	MS are provided with full support of their use of the SIS II	To support MS in testing and maintenance of their national systems	All test services and maintenance are provided as required by the MS	Percentage of test case scenarios passed 100% at the end of the test phase	100% of test cases scenario successfully passed	Test services for MS	0,4	€ 230,000.00	AM MU

2.1.9. Carrying out EURODAC test services for Member States

Type of activity: Operational

Description: Activities including support to new national systems, compliance tests, environments preparation and maintenance.

Value added: Insures compliance with the central system.

Main challenges: Dependency on the information and requests coming from member states.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member	Additional services available to stakeholders	Ensure timely, effective & efficient management of all systems	MS are provided with full support of their use of the EURODAC system	To support MS in testing and maintenance of their national systems	All test services and maintenance are provided as required by the MS	Percentage of test case scenarios passed 100% at the end of the test phase	100% of test cases scenario successfully passed	Test services for MS	1		AM MU

States as per the Agency's core mandate

2.1.10. *Carrying out VIS/BMS test services*

Type of activity: Operational

Description: This includes support to new national systems, compliance tests, environments preparation and maintenance, etc.

Value added: Insures compliance with the central system as in case of no compliance tests a normal interaction between MS systems and central systems cannot be ensured.

Main challenges: Dependency on the information and requests coming from member states.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Additional services available to stakeholders	Ensure timely, effective & efficient management of all systems	MS are provided with full support of their use of the VIS/BMS	To support MS in testing and maintenance of their national systems	All test services and maintenance are provided as required by the MS	Percentage of test case scenarios passed	100% of test cases scenarios successfully passed	Test services for MS	2		AM MU

2.1.11. *Enhance intake, the deliveries and the capabilities of operations by alignment of the services changes*

Type of activity: Operational

Description: Increasing reusability or synergies wherever possible; continuous agreements on the deliveries for the any of the entrusted systems; increase the capabilities to the MS via information sharing and trainings; well-integrated Change Management process; better alignment of all stakeholders via the agreed Release Plans; improved statistics and reporting services and through grossly increased automation.

Added value: Decrease in TCO, Information transparency, agreements amongst stakeholders; share information and knowledge with MS; coordinated deliveries.

Main challenges: Agreement amongst all stakeholders, time-consuming evolvement of architectural changes.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Achieve & maintain operational excellence	Embed a continuous improvement culture throughout operations through the adoption and application of relevant industry best practice standards and/or certifications. Continuously improve key contract management processes, tools, reporting and capabilities within the Agency	Continuous improvement of service capabilities offered to all stakeholders (internal and external: Member States, COM,..)	- Optimise the systems architecture were suitable increasing reusability -Improve planning, contract management and operational budgetary activities - operational support for increasing capabilities and information sharing (trainings, annual reporting for systems) - improve reporting capabilities	Increase efficiency, improve capability in knowledge and information available	Improved data reporting, automation and application shared services capabilities	Release Plans available; Change Management register available; Refined scripts and tools delivered and use to produce the requested statistics; Multiannual roadmaps agreed with the stakeholders	Agreed release Plan within the year; Change Management Register update once per month; Trainings and inputs provided in time upon request or training plan	Release Plan available Change Management register available Processes kept up to date Requested statistics delivered	2.5		AM MU

2.1.12. Implementation of the 2nd phase of shared backup services (after phase 1 completion in 2016)

Type of activity: Operational

Description: A centralised Backup infrastructure will accommodate all Core Business Systems (CBS) capacity needs in a more efficient and effective way and will also optimise eu-LISA's Backup management procedures. The purpose is to implement horizontally the backup feature that is currently deployed in an isolated ("silo") approach in all CBS. Due to budget limitations, the implementation is split in 2 phases. Following the implementation of the 1st phase i.e. Basic backup infrastructure, carried out in 2016 outside of the FwC CSI contract, this 2nd phase tackles the part that will not be implemented in the 1st phase. It will include the implementation of capacity calibration and software integration. Deployment of the complementary backup infrastructure. Definition and implementation of the new backup plan (old implementations will be stopped and decommissioned in the frame of CBS evolutionary maintenance).

Value added: It is expected to rationalise, from a financial and a technical resource point of view, eu-LISA's datacentre infrastructure management, by significantly reducing the amount of different types of technical implementations.

Main challenges: CBS shall be able to interconnect with shared backup infrastructure.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective solutions to the Member States as per mandate	Introduction of a unified service model for all systems by 2020.	Ensure timely, effective & efficient management of all systems	Shared backup infrastructure for core business systems available	To reduce the amount of different types of technical implementations	Capacity of the implemented shared backup infrastructure is sufficiently capable to host all core business systems	Ratio between the remaining backup services to the actual implemented backup services	100% of the remaining backup services should be implemented by Q3 of 2017	Project interim and final reports	1.3	€ 2,120,000.00	OIU

2.1.13. Implementation of the 2nd phase of shared services (after phase 1 completion in 2016)

Type of activity: Operational

Description: Following the Common Shared Infrastructure 1st phase implementation in 2016 (quick wins identified in the CSS Study and implemented outside the FwC CSI contract), the 2nd phase, to be started in 2017 under the future FwC CSI, aims at deploying the remaining shared services. Old implementations of shared services will be stopped and decommissioned in the frame of CBS evolutionary maintenance, managed under SIS, VIS/BMS and EURODAC specific MWO contracts.

This 2nd phase will be spread over several years, focusing first in 2017 on mandatory existing services and continuing later with additional shared services.

Value added: It is expected to rationalise, from a financial and a technical resource point of view, eu-LISA's datacentre infrastructure management, by significantly reducing the amount of different types of technical implementations.

Main challenges: Common infrastructure for shared service is in place (step 1 of shared services implementation started in 2016).

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Increase the added value of the data and technology to member states	Introduction of a unified service model for all systems by 2020.	Ensure timely, effective & efficient management of all systems	Shared backup infrastructure for core business systems available	To reduce the amount of different types of technical implementations	Shared services successfully implemented according to definitions set in CSS study (to be achieved in 2018)	Ratio between the remaining shared services to the actual implemented backup services	100% of the remaining shared services should be implemented by Q1 of 2018	Project interim and final reports	2	€ 2,915,900.00	OIU

2.1.14. Operate, manage and maintain the backup data centre and backup operational site in St. Johann / Pongau, AT

Type of activity: Operational

Description: 24/7 daily operations of IT Infrastructure of CBS, covering operational management, release and change management, incident and problem management and resolution, maintenance activities and facilitation of projects execution to ensure uninterrupted functioning of CBS and limit the potential loss of data in case of incident on CU.

Value added: Fulfilment of the requirements of the founding regulation (Article 1 (4)) to keep the large-scale IT systems functioning in accordance with the specific provisions applicable to them.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Continuous full service availability to the MS	Ensure timely, effective & efficient management of all systems	The MS receive a reliable service of the CBS	To assure uninterrupted and high quality 24/7 level 1 operations/management of CBS and underlying infrastructure	Uninterrupted and high quality 24/7 operations / management of CBS	Number of issues of eu-LISA-s BCU infrastructure that interrupt the services of the CBS towards MS	Potential issues of eu-LISA-s BCU infrastructure do not interrupt the services of CBS towards MS	Reports on the performance of the system	0.5 ³⁶	€ 825,000.00	OIU

2.1.15. *Management of unplanned changes to the CBS*

Type of activity: Operational

Description: Shifting political priorities due to global developments will have to be taken into consideration in terms of changes to either the existing entrusted systems or even the initial pick-up of the development of any new service to the Member States. In addition, the agency needs to plan for unforeseen threats to the operational services due to third party software in use and the resulting emergency changes thereto.

Value added: The example of the "foreign-fighters" project has proven to the agency the need to plan for a contingency-budget in case of unanticipated and therefore initially unplanned changes. The budget accounted for in this section will allow the Agency to finance the initial "kick-off" to any changes described above.

Main challenges: Clear distinction between truly "short-notice"-requirements especially by the Committee/Member States and just "additions" or recycled old requirements to already budgeted services and projects and the political impact of such distinction.

³⁶ 0.5 FTE to manage the contract with Austrian authorities and related services provided on-site. FTE required for operational management tasks and project execution are included under 2.1.1 and 2.1.2

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective solutions to the Member States as per mandate	Increased added value of systems to the MS through their evolution Improved interoperability of systems (subject to the relevant legal instruments)	Timely, effective & efficient evolution of systems under management Continuous improvement of service offering and capabilities to Member States	Well evolved budget-line for the funding of "unplanned-changes"	Sufficient, while economically justified funding of unplanned changes to ensure the stable and continuous operation of the entrusted systems and their evolution	Annual revision of the contingency budget for "unplanned changes"	Any "short-notice" activities encountered have been managed without the need of a supplementary budget for fast-response- actions	Proficiency to react to any "short-notice"-changes immediately and without funding disadvantage on the entrusted systems and their evolution	Change Register and Release Plans	2	€ 200,000.00	AM MU

Evolution of the systems

2.1.16. Finalisation of the project to increase the SIS II capacity/performance system/fine-tune functionalities

Type of activity: Operational

Description: This activity includes basic evolution on capacity/performance; system aligned to increased capacity demand; provision of automated queries and other enhancement related to reporting and improved testing associated to the AFIS. The project will be finalised by providing the necessary fine-tuning of the system. In order to ensure the correct function of the system in the coming years (estimated until beginning of 2020).

Value added: Fulfilment of the requirements of the founding regulation (Article 1 (4)) to keep the large-scale IT systems functioning in accordance with the specific provisions applicable to them.

Main challenges: To be able to have the project in time.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	Basic evolution on capacity and performance to have SIS II system aligned to increased capacity demand	Improvement of SIS II capacity/performance system/related functionalities	The system is fine-tuned and all deliverables of the project are accepted. The project is finalised and the system runs with increased capacity.	Adherence to the required quality, budget time and scope	The project is delivered in the agreed scope, budget and within the timeframe.	Project interim and final reports	2.25	€ 1,705,000.00	AM MU

2.1.17. *SISII central system aligned to new/changed user demand (continuation from 2016)*

Type of activity: Operational

Description: SIS II is upgraded with new featured or new functionalities as per the agreed roadmap.

Value added: The system better fulfils the needs of the shareholders.

Main challenges: To be able to have the project in time.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management	SIS II better satisfies the needs of the stakeholders	To keep the high performance level of SIS II	Upgrade of the SISII	Time and scope of the delivery	On time and schedule and in scope	Project interim and final reports	1.0		AM MU

the Member States as per the Agency's core mandate		·Continuous improvement of service offering and capabilities to Member States					delivery as agreed with MS				
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2.1.18. *Delivery of the AFIS solution for SIS II (continuation from 2017)*

Type of activity: Operational

Description: AFIS implementation will leverage the existing BMS capabilities with an advanced solution.

Value added: Adding AFIS capabilities to SIS II.

Main challenges: Dependency on requirements set by the European Commission (in a report to the European Parliament) with regard to the availability and readiness of the required technology.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering	Extended capabilities of SIS II	Implementation of SIS II AFIS (some maintenance activities already starting during project)	SIS II is capable of using AFIS. Infrastructure problems are properly managed during project.	Adherence to the required quality, budget, time and scope related to AFIS	The project is delivered in the agreed scope, budget and within the timeframe.	Project interim and final reports. Infrastructure maintenance reports	4	³⁷	AM MU

³⁷ This activity was started in 2016 with the respective budget. In 2017, the activity will continue but additional budget will not be necessary.

and capabilities to
Member States

2.1.19. Study on SISII interoperability with other large-scale IT systems³⁸

Type of activity: Operational

Description: The study includes analysis of the legal aspects; analysis of the financial aspects; analysis of the operational aspects; updating of the SISII strategy/roadmap considering the most interesting scenarios.

Value added: Systems will align better with MS processes. Number of existing systems today shows clearly the existence of silos.

Main challenges: Legal aspects related to the activity.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective solutions to the Member States as per mandate	Improved interoperability of systems (subject to the relevant legal instruments)	Timely, effective & efficient evolution of systems under management; Continuous improvement of service offering and capabilities to Member States	The study will clearly identify the most interesting options for interoperability with other systems at EU level.	To identify concrete scenarios for SISII interoperability allowing for a more detailed study on the most interesting scenarios. It is	Study report on concrete possibilities for interconnecting SISII with other large-scale IT systems.	Activities performed in accordance with the term of reference Study report delivered and satisfying the agreed level of quality Document	100% of the agreed activities performed study report delivered with less than 10% deviation on term of reference	Study related documentation report on project progress status report on quality factual checking	0.5	€300,000.00	AMMU

³⁸ The implementation of this activity is pending the results of the work of the HLEG.

				clear that today there is a critical mass of information systems and data at EU level and it should be possible to interoperate them in order to increase their added value.		supporting the activities delivered in accordance with the level of quality defined in the term of reference	specifications Quality level in compliancy with eu-LISA norms and standards				
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2.1.20. *Tuning of BMS transactional throughput*

Type of activity: Operational

Description: This activity is focused on improving BMS front-end configuration in order to align VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources (more details to be found in Annex 1).

Value added: BMS transactional configuration is adapted to actual use of the system by end-users and technical resources are used the optimal way.

Main challenges: Dependency on the MS use of the system after the VIS worldwide rollout and following the intensive monitoring period in 2016 and the availability of actual figures of transaction distribution required for determining the adequate VIS configuration.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	VIS and BMS are improved and evolved to adapt to business needs and legislative changes	The technical resources of the BMS are optimised in accordance with the actual use by the Member States	The BMS transactional distribution is aligned with the use of the VIS central system.	Adherence to the required quality, budget, time and scope	The project is delivered in the agreed scope, budget and within the timeframe.	Project interim and final reports	1.6	€ 2,250,000.00	AM MU
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2.1.21. *Tuning of VIS transactional throughput*

Type of activity: Operational

Description: This activity is focused on improving VIS front-end configuration in order to align VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources.

Value added: This activity is focused on improving VIS front-end configuration in order to align VIS transactional distribution with actual use of Member States National systems and therefore optimize the use of technical resources. This activity is inter-related with the tuning of BMS Transactional Throughput and includes:

- an assessment of the system utilization after the completion of the VIS global rollout and recommendations for the required transactional tuning (VIS part);
- additional HW, maintenance and COTS licence costs (for all Production and non-Production BMS environments);
- service costs for the implementation (for all Production and non-Production BMS environments) and update of the entire documentation;
- service costs for the qualification of the changes on all the environments (including end-to-end VIS-BMS performance tests).

Evolution consolidation as carried out with this activity will bring an added value of system to the MS by aligning and optimising the VIS and BMS capacity end-to-end.

Main challenges: Dependency on the MS use of the system after the VIS worldwide rollout and following the intensive monitoring period in 2016 and the availability of actual figures of transaction distribution required for determining the adequate VIS configuration. Since the current capacity of VIS was mostly calculated on the basis of forecasts, after the end of VIS Global Rollout an assessment has to be conducted to check whether VIS computational resources are sharpened to meet Member States' needs. Without such an evolution, computational resources will stay over or under scaled compared to the real needs.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
: Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	VIS and BMS are improved and evolved to adapt to business needs and legislative changes	The technical resources of the VIS are optimised in accordance with the actual use by the Member States	The VIS transactional distribution is aligned with the use of the VIS central system.	Adherence to the required quality, budget, time and scope	The project is delivered in the agreed scope, budget and timeframe.	Project interim and final reports	1.6	€ 3,250,000.00	AM MU

2.1.22. *BMS database increase*

Type of activity: Operational

Description: This project aims at increasing BMS data storage capacity from 60M to 100M (to be determined based on the preliminary study) records to avoid any shortage; this increase need comes out of the capacity analysis and projection that shows that 03/2018 is the point in time when available capacity to host 60 million records will be consumed. In addition, this project includes the replacement of the existing storage infrastructure in its scope and furthermore covers the operational management (more details are provided in Annex 1/page 157).

Value added: The implementation of this project will assure that the capacity required by the business need will be available in the BMS system. The estimates are based on the official statistics made by the Council and published by the European Commission.

Main challenges: The enhanced end-to-end VIS-BMS testing tools must be implemented and in order to assure testing accuracy and representativeness, configuration of system under test and test conditions must be as close as possible to targeted production environment.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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	strategic objective										
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	VIS and BMS are improved and evolved to adapt to business needs and legislative changes	Database capacity of BMS responding to business needs (to be achieved in 2018)	Increased storage capacity of BMS2 database	Adherence to the required quality, budget, time and scope	The project is delivered in the agreed scope, budget and timeframe.	Project interim and final reports	3.1	€ 8,800,000.00	AM MU

2.1.23. *Implementation of VIS/BMS end-to-end testing platform*

Type of activity: Operational

Description: This activity aims at defining and implementing a flexible end-to-end VIS/BMS testing solution based on COTS and industry standards, covering functional and non-functional aspects. In addition, the project includes the definition and implementation of a global and representative VIS/BMS test database, unlike to the current situation where two VIS and BMS databases coexist.

Value Added: Implementing a standardized and flexible test tool with automation will bring the following benefits:

- No dependency on a deprecated and proprietary solution (which is expensive and inefficient in terms of evolution, maintenance and support);
- A significant amount of foreseen evolution target capacity and performance improvements, allowing the reuse of the same set of automated tests;
- Manual testing can be mundane, error-prone and therefore become exasperating. Test automation allows the test execution with very limited user interaction while guaranteeing repeatability and accuracy. eu-LISA staff will have more capacity to continuously improve the qualification process instead of concentrating a lot of efforts to re-execute the existing test scenarios;
- With automated test cases eu-LISA would be able to run thorough test campaigns for smaller changes (such as corrective/adaptive maintenance) thus ensuring continuous and better quality assurance of the system;
- Documentation and reporting will be automatically generated;
- External manpower availability is increased when standardized test tools are used.

Main challenges: The implementation and qualification of project's products will require joint availability of VIS and BMS test environments that may conflict with other work streams.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	VIS and BMS are improved and evolved to adapt to business needs and legislative changes	VIS and BMS test tools are implemented based on industry standard and COTS (to be achieved in 2018). The two separate existing BMS and VIS databases are merged into one global and representative database	Implemented VIS/BMS flexible end-to-end testing solution and one database for BMS and VIS.	Adherence to the required quality, budget, time and scope	The project is delivered in the agreed scope, budget and timeframe.	Project interim and final reports	2.1	€ 5,800,000.00	

2.1.24. *Implementation of EURODAC evolutions (network migration)*

Type of activity: Operational

Description: This is to support the network provider for migration to the dedicated network infrastructure (Art. 3 Reg. 603/2013). It includes also a small adaptation and adjustments after the RECAST implementation.

Value added: In line with legal basis.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of service offering and capabilities to Member States	Improved work of the EURODAC system	Comply with EURODAC regulation	Migration to dedicated network infrastructure completed	Compliance with the timeline for implementation	Implementation within the agreed timeline	Project interim and final reports	1	€ 190,000.00	OUI

2.1.25. Implementation of EURODAC evolutions (capacity upgrade)

Type of activity: Operational

Description: A capacity upgrade including capacity throughput of the number of records stored in the central system shall take place.

Value Added: Capacity in line with business needs.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per	Increased added value of systems to the MS through their evolution	·Timely, effective & efficient evolution of systems under management ·Continuous improvement of	Improved work of the EURODAC system	Align capacity with business needs	Capacity to store records and/or throughput is upgraded;	Capacity reserve on the yearly forecast	At least 20% of capacity reserve on the yearly forecast	Reports on the performance of the system	1.5	€ 900,000.00	AM MU

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2.1.26. *EURODAC Reform - functional changes and capacity upgrade (to be executed under the condition that the relevant legislation is adopted)*

Type of activity: Operational

Description: Project activities, design, implementation, tests, financial and vendor management. In addition, a study will be conducted to explore the possibility to add face recognition to EURODAC.

Value added: System up to date and in line with the new regulation. System properly sized to cope with the new business needs and increased scope.

Main challenges: implementing in due time, budget and resources, tight dependencies with MS planning and volumetrics forecast.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective solutions to the Member States as per mandate	Increased added value of systems to the MS through their evolution	-Timely, effective & efficient evolution of systems under management -Continuous improvement of service offering and capabilities to Member States	EURODAC in line with the new legal provisions. EURODAC sized properly to cope with the new legal provisions.	To align EURODAC with the requirements set in the new EURODAC regulation To properly size EURODAC in order to cope with the new business needs and usage stemming from EURODAC reform	EURODAC Release 4.0 including new functionalities coming from recast of EURODAC regulation (extension of scope to cover illegal migration follow-up purposes) EURODAC Release 4.0 sized properly to cope	Adherence to the required project scope, budget and time	100% of Acceptance tests case scenarios passed successfully. Project within budget limits. Project within the agreed implementation time.	Test Reports. Project files and reports.	1.1	€ 10,830,000.00	AM MU

					with the new business needs following the reform. This includes study that will confirm traffic and sizing needs (current estimate is for sizing up ton around to 15M records) as well as implementation of the upgrade Study on face recognition in EURODAC;						
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2.1.27. *Development of new system for the Dublin Allocation mechanism (to be executed under the condition that the Dublin IV proposal is adopted)*

Type of activity: Operational

Description: Requirements analysis, project activities, design, implementation tests, financial and vendor management.

Value added: New system in operations as per new legal framework (Dublin reform).

Main challenges: Implementing in due time, budget and resources, avoid duplication of data and facilitate interoperability with EURODAC.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Increase the added value of the data and	Other new/additional systems (such as adding AFIS	Development and implementation of new/additional systems, if so	New system in operations.	To respond to the legal requirements for developing	New web-based system used for the follow-up of the Dublin	Adherence to the required project scope, budget and time	100% of Acceptance tests case scenarios	Test Reports. Project files and reports.	1.1	€ 1,750,000.00	AM MU

technology to the Member States	to SISI II) to be implemented if so provided by relevant legislative instruments	provided by relevant legislative instruments; Provide new and improve existing services and solutions to meet stakeholder requirements		and operating a new system for the automated follow-up of the Dublin allocation mechanism (Dublin reform)	allocation mechanism (users: MS, EC, EASO)		passed successfully. Project within budget limits. Project within the agreed implementation time.				
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2.1.28. *DubliNet Integration - operational management (to be executed under the condition that the EURODAC recast proposal is adopted)*

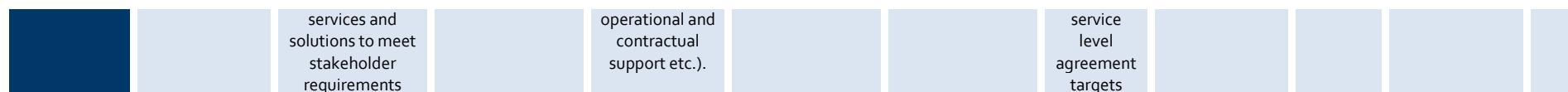
Type of activity: Operational

Description: Operational management of DubliNet and alignment with the operational model of eu-LISA.

Value added: Full Integration with the operational model of eu-LISA.

Main challenges: Align with the EURODAC operational model as per new legal framework (EURODAC reform).

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Increase the added value of the data and technology to the Member States	Other new/additional systems (such as adding AFIS to SISI II) to be implemented if so provided by relevant legislative instruments	Development and implementation of new/additional systems, if so provided by relevant legislative instruments; Provide new and improve existing	eu-LISA assumes full operational responsibility for DubliNet - support model aligned with the other systems.	To align the operational model of DubliNet with this of the other systems and to ensure the needed support model for MS (PKI services,	eu-LISA achieves full operational responsibility for DubliNet as per new Legal framework (Dublin - EURODAC reform)	Set up and adherence to the DubliNet operational service level agreement indicators	DubliNet Operations and Maintenance activities lead to the system performing according to the	Periodical operational and maintenance reports	0.5	€ 500,000.00	AM MU



Network and communication infrastructure

2.1.29. TESTA-ng VIS 2nd encryption layer implementation

Type of activity: Operational

Description: This activity is part of the TESTA-ng migration project.

Main actions or tasks conducted in 2017:

- implementation of the 2nd encryption layer in VIS Pre-Production network based on the results of the VIS 2nd encryption layer study conducted in 2016;
- implementation of the 2nd encryption layer in VIS Production network;
- Transfer of the VIS and SIS II Mail systems support from sTESTA contract to the new contract, arranged in 2016.

Value added: Better fulfilment of eu-LISA legal obligations. Provide information for the possible change of core business system regulations. Delivery of the vision/strategy of the communication infrastructure, which may support eu-LISA's position as an agency providing high added value to the Communities.

Main challenges: The project depends on the stable communication infrastructure environment and therefore should be started only after the completion of VIS migration to TESTA-ng.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017 ³⁹	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's mandate	Optimum network solution in place for the Agency to ensure system data is processed as efficiently, securely and cost effectively as possible.	Effective supervision, security and coordination of relations between Member States and 3rd party network service providers for systems' communication infrastructure	2nd encryption layer is implemented in TESTA-ng VIS network VIS and SIS II Mail services support is arranged and transferred from sTESTA provider	Implementation of the 2nd encryption layer in TESTA-ng VIS Pre - production and Production networks according to the VIS 2nd encryption study Arrangement of the support contract for the VIS and SIS II Mail systems and transfer of the support from sTESTA contract to the new contract	TESTA-ng VIS 2nd encryption layer present and encrypting VIS business traffic according to the eu-LISA and VIS regulations. VIS and SIS II Mail systems support arranged	Delivery date of the 2nd encryption layer in VIS Pre-Production and Production networks Continuity of the VIS and SIS II mail systems support	VIS 2nd encryption layer present in due time and protecting VIS business traffic	Project interim and final reports	5.4		OIU

2.1.30. *Conducting unified network study*

Type of activity: Operational

³⁹ According to eu-LISA establishing regulation and Memorandum of Understanding between DG Home and eu-LISA the tasks of the Commission as regards the communication infrastructure includes budget implementation, acquisition and renewal and contract management, therefore eu-LISA is not planning any budget for this activity

Description: This project envisages a study that should analyse current design of the network and it should propose the improvements of the current design. Prior to the potential implementation of any new design, an impact assessment will be carried out.

Value added: The activity is expected to provide value in several ways: (a) better fulfilment by eu-LISA of confidentiality (lowering the number of access points to the communication infrastructure) and availability (reducing complexity and increasing flexibility) of the communication infrastructure and (b) it could provide valuable input for the next evolution of VIS & SISII communication infrastructure coming after TESTA-ng. The study and the impact assessment should demonstrate how the design could be changed to achieve higher efficiency, flexibility and robustness in order to be able to provide better and more reliable service to the related communities. It will also provide the MS and the management of the Agency with understanding of the possible improvements.

Main challenges: The project depends on the stable and secured communication infrastructure environment and therefore should be started only after the end of rollout of 2nd encryption layer in VIS.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Optimum network solution in place for the Agency to ensure system data is processed as efficiently, securely and cost effectively as possible.	Effective supervision, security and coordination of relations between Member States and 3rd party network service providers for systems' communication infrastructure	Provide the management of the Agency with understanding of the possible improvements and possible changes in regulation	To have a clear vision on the necessary evolution on the communication infrastructure (to be achieved by the end of 2018)	Unified network study present and describing recommended options	Delivery of the results of the network study	24 months after the start of the project	Project interim and final reports	1.5	€ 510,400.00	OIU

2.1.31. Establishing the technical design and implementation of the core business systems network test platform

Type of activity: Operational

Description: The purpose of this project is to establish core business systems network test platform independent on the current test environments, which are focused on the application validation on central and Member States sides. These existing test platforms are heavily used for the application testing and therefore they can't be used for network

tests, which prevents eu-LISA to properly maintain network infrastructure, as the necessary tests, validations are delayed or reduced to the strict minimum. Therefore, the deployment of dedicated core business systems network test platform will help in network infrastructure maintenance and its evolution towards being more effective and delivering better service for the communities.

The aim of the project is to deliver the network test platform capable to simulate the overall network environment (local network environment of core business systems, WAN simulators, MS front-end network, network traffic analysers). The whole platform should be located at operational site in Strasbourg.

Value added: More efficient implementation of the tasks of eu-LISA related to operational management of the systems. Mitigation of potential risks related to technical non-compliance of the changes in the systems with capabilities of the network. Availability of the means for the resolution of the issues and problems and for testing of the improvements involving multiple stakeholders (core business system contractor, communication infrastructure provider, member state, etc.). Availability of the environment with the configuration close to the pre-production and production environments for the advanced trainings of the network administrators.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide reliable and cost-effective services and solutions to the Member States as per the Agency's core mandate	Optimum network solution in place for the Agency to ensure system data is processed as efficiently, securely and cost effectively as possible.	Effective supervision, security and coordination of relations between Member States and 3rd party network service providers for systems' communication infrastructure.	Proper execution of the network related tests without interference to the application tests in the pre-production environment	To assure that the Agency possesses the necessary means for testing the improvements of the system and proper pre-production environment	Business systems network test platform in place (to be achieved in 2019 and to be updated till 2021)	Date of delivery of test environment	Test environment delivered no later than 24 months after the start of the project and has to be updated within the	Project interim and final reports	2	€ 150,000.00 ⁴⁰	OIU

⁴⁰ The total amount of EUR 500 000 for establishing the technical design and implementation of the core business systems network test platform belongs to the task of implementation of the budget for which the Commission is responsible in accordance with the legislative instruments on the systems. Therefore only the part relating to consultancy for a study (EUR 150 000) can be taken into account in to the SPD of eu-LISA.

Increase the added value of the data and technology to the Member States	Entry/Exit system delivered on schedule provided the relevant legislative instruments are adopted	Development and implementation of new/additional systems, if so provided by relevant legislative instruments	Facilitation of border controls within the domain of all Schengen-States, including the mostly automated processing of personal information with compliance to all relevant EU-regulation thereto.	Improve the management of the external borders of the Schengen Member States, fight against irregular immigration and provide information on over stayers, as well as facilitate border crossings for pre-vetted frequent third country national (TCN) travellers.	Proper execution of the project according to the requirements, plan and allocated budget.	Percentage of project deliverables achieved as per agreed planning	90% of project deliverables achieved in due time	Project Reports	14 ⁴¹⁾	€54,520,000.00 ⁴²⁾	AMMU/BFU
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2.1.33. Data Warehouse implementation to improve automated reporting and statistics generation

Type of activity: Operational

Description: The overall goal of DWH is to put in place, for all application managed by eu-LISA, a standard reporting solution available to the MS and stakeholder through a standard graphical end-user interface that can be accessed over the TESTA-ng secure network. Running reports at the same time with daily operations on the systems is currently the only option. It increased operational risks as long as same system is being used for different purposes. In addition, EDPS acknowledged the fact and noted that for the purpose of the further development of the systems, the Agency can develop tools to help Members States to meet to their own obligations for reporting, e.g. on data

⁴¹ Please refer to table 1 in section 3.Human and financial resource outlook for the years 2017-2019/ 3.1.2. Human resources: estimated additional staff for the EES in 2017 will be 14 FTEs (TA posts) and in 2018 4 FTEs (CA posts)

⁴² Depends on the adoption of EES legal base.

quality. To refine the scope of the activity, a technical study is planned for 2016.

Implementation of the Data Warehouse will aim initially to establish of the technical platform and automation of regular daily, weekly and monthly technical reports for functioning of SIS II, VIS and EURODAC. Depending on the result of the work of the High Level Expert Group on interoperability and evolution of legal instruments governing the systems under management of eu-LISA, the capabilities of the platform might be further used for data quality monitoring and implementation of various statistical and analytical reports. The implementation phase, starting in 2017 and continuing in 2018, envisages:

1. Elaboration technical specifications;
2. Implementation of the selected solution at both application and reporting solution;
3. Conducting the changes and/or developments for the integration of the selected solution;
4. Managing the transition:
 - tool deployment;
 - migration of data;
 - tests with MS;
 - training;
 - set the target service model;
 - entry into operation.

Data related to different systems will be kept separate as required by respective legal base. The focus in 2017 is to carry out impact assessment, to prepare the implementation of a central Data Warehouse solution to improve automated reporting and statistics generation of central systems based on legal requirements.

Value added: Improved automated reporting and statistics generation that is aligned with Member States' needs. In addition, since the stakeholders can quickly access critical data from a number of sources in one single place they can rapidly make informed decisions on key initiatives. Furthermore, since each data from the various systems is standardized stakeholders can have more confidence in the accuracy of the data. Finally, a Data Warehouse stores large amounts of historical data so that it is possible to analyse different time periods and trends in order to make future predictions.

Main challenges: Implementing the technical solutions within the legal limitations. Here an impact assessment will be performed prior to implementation.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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Increase the added value of the data and technology to the Member States	Data Warehouse implementation to improve automated reporting and statistics generation	Increased visibility of the Agency's corporate and systems performance to all stakeholders through the production of an appropriate performance data	Develop and test (with scrambled data) the VIS-BMS Data Warehouse Extract-Transform-Load (ETL) software, the datamarts, the mandatory legal reports and the self-service data analysis tool	Providing the Member states with suitable access to relevant information and statistics on VIS-BMS	<ul style="list-style-type: none"> - Documented standard report VIS-BMS Data Warehouse specific functional requirements - VIS-BMS logical /physical data model - VIS-BMS ETL design document - Implementation of the VIS-BMS Data Warehouse - Test of the VIS-BMS Data Warehouse - Deployment of the VIS-BMS Data Warehouse 	<ul style="list-style-type: none"> Average % of information available to the user for decision making process Average % of time for information retrieval Number of improved business processes 	Data Warehouse implementation is delivered in the required scope, quality and within the timeframe.	Reports on the performance of the DWH	1.5	€905,000.00	AMMU
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Security

2.1.34. Implementation of SIEM on the Core Business Systems

Type of activity: Operational

Description: Developing the security monitoring processes, implementing the SIEM infrastructure (hardware and software), and allocating dedicated security human resources. The security levels of SIEM will correspond to the heist security levels of the systems where SIEM is applied (e.g. LIMITED HIGH).

Value added: The Agency will have aggregated and centralised view on the security events and incidents.

Main challenges: Defining the monitoring processes.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and information management capabilities	Strategic Objective: Strengthen security, cyber-security and information management capabilities	Ensure common Agency security standards	Strengthen and evolve the Agency's cyber security framework for its systems and communication networks	Provide assurance that the Agency's core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users	To successfully manage the security information and events	Conformity of the implementation of SIEM to the time schedule	Pilot SIEM implementation completed by Q4	Interim and final project reports	0.4	€400,000.00	SEC

Statutory reporting

2.1.35. Production of technical, operational and statistical reports

Type of activity: Operational

Description: Provision of reporting as per statutory requirements.

Value added: Compliance with the legal mandate plus enhanced visibility of the Agency.

Main challenges: Timely feedback of the relevant stakeholders involved.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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	strategic objective										
Achieve & maintain operational excellence	Agency will continue to successfully meet all statutory reporting obligations as stipulated in the relevant legal bases	Full and timely compliance with all statutory reporting obligations.	Information about technical and operational use of the core business systems is delivered according to legal base	To provide technical, operational and statistical information on the performance of the CBS	The technical, operational and statistical reports are delivered to the stakeholders	Production of technical, operational and statistical reports	All reports delivered on time.	The reports delivered	1		GCU

Provision of training on the technical use of the systems to member states

2.1.36. Implementation of activities as listed in the Annual Training Action Plan for Member States

Type of activity: Operational

Description: Trainings and related materials are prepared and implemented according to the Annual Training Action Plan and trainings populated amongst MS by an awareness campaign.

Value added: Increased knowledge of the systems that the Agency is operating among relevant stakeholders.

Main challenges: To address the ad-hoc training need arising in a very short notice.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Increase the added value of the data and	<ul style="list-style-type: none"> A responsive and tailored systems training 	Deliver appropriate systems training for Member	Improved capabilities of the relevant stakeholders	To provide training to the MS according to the Annual	Annual Training Action Plan for Member States is	Satisfaction of the stakeholders with the trainings provided	Overall satisfaction level "Very	Report on the implementation of the Annual	2	€ 500,000.00	GCU /OPS

technology to member states	programme in place that meets in full the needs of stakeholders. • Annual training plans agreed with relevant stakeholders	States and other relevant stakeholders	through the implementation of the Annual Training Action Plan	Training Action Plan	fully implemented	Number of trainings provided compared to the trainings planned	Good (4 of 5)" Number of trainings provided at least 90% of the number of trainings planned	Training Action Plan			
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Horizontal Activities

Security

2.1.37. Operate and improve the Security & Continuity Management System Framework

Type of activity: Horizontal

Description: Execution of the management processes in order to manage, maintain and improve the Security & Continuity Management System.

Value added: eu-LISA can manage risk more effectively in accordance with Commission principles and recognised international standards.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and	• Ensure common Agency security standards	Improve, test and refine Agency Business Continuity	Security and continuity is managed in eu-LISA in a	Operate and improve the integrated Security &	Security risks are managed effectively by implementing a	CMM level of Security & Continuity Management	Obtain at least a CMM level 4 on the	Security & Continuity Management System	8	€350,000.00	SEC

information management capabilities	<ul style="list-style-type: none"> Business continuity and disaster recovery management policy and procedures regularly tested in-house and in conjunction with MS 	Management and Disaster Recovery procedures Strengthen and evolve the Agency's cyber security framework for its systems and communication networks	comprehensive and systematic way, according to international and EU standards.	Continuity Management System in accordance with the ISO27001 and ISO22301 standards	balanced comprehensive, holistic and systematic framework for security governance and management	System maturity self-assessment	Security & Continuity Management System maturity self-assessment	Maturity Self-Assessment results			
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2.1.38. Implementation of an EU-Restricted information exchange system

Type of activity: Horizontal

Description: To develop and implement system for creating and exchanging EU-R files, which is able of handling restricted information. It will be developed for the internal use of eu-LISA to exchange information with other Agencies and the European Commission. The system will use the European Commission's system for exchange of secure information as guidance in order to ensure interoperability.

Value added: The Agency will be able to exchange secure EU-R information in accordance with legal requirements.

Main challenges: Dependency on external implementation and readiness of the internal processes to meet the requirements of the system.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and information management capabilities	Ensure common Agency security standards	Continued progress toward compliance with relevant ISMS standards	Protect agency personnel, property and information by creating a safe, secure and assured working environment.	Enable the secure electronic handling and transmission of EU-R documents in the Agency	EU-R information exchange system implemented and security accredited	Conformity to the time schedule	Test of the system implemented by Q3 System accredited by Q4	Interim and annual activity reports	0.2	€100,000.00	SEC

2.1.39. *Providing physical security to eu-LISA*

Type of activity: Horizontal

Description: Continued protection of eu-LISA personnel and facilities by an effective guard force.

Value added: eu-LISA's premises secured against unauthorised physical access.

Main challenges: Maintaining an effective guard force to meet the challenges of current and emerging threats to the Agency.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and information management capabilities	Ensure common Agency security standards	Continued progress toward compliance with relevant ISMS standards	Protect agency personnel, property and information by creating a safe, secure and assured working environment.	To provide physical protection of personnel and premises	Guard force in place	Ensuring site security for personnel, property and information by having guard service operating	100% of time	Shift reports	0.4	€1,200,000.00	SEC

2.1.40. *Implementation of centralized business continuity management platform software*

Type of activity: Horizontal

Description: Installation and putting in to operation of client-server based software platform. The Agency has a set of business continuity plans that have to be made available in real time in all the Agency's sites to different responsible persons (BCP Coordinator, Manager and Team), to be thoroughly executed during exercises, tests and real case scenarios. Today there's a stand-alone solution installed on an off-line portable computer, initially used as a tool to develop the business continuity management system, and a client-server based solution will contribute to the further implementation of the BCP capability making accessible and available the necessary plans when invoked, wherever needed. Additionally, the server based solution will contribute to keep current, up-to-date and resilient (backup in Strasbourg and Tallinn) the business continuity management system, because it is tailored to respond to the ISO22301 requirements in terms of geographically distributed environments like the Agency actually is.

Value added: Business continuity activities are enhanced by a server based software solution, making the BCP plans accessible, current, up-to-date and available in real time to all the Agency locations, increasing resiliency of the Agency core business.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and information management capabilities	Business continuity and disaster recovery management policy and procedures regularly tested in-house and in conjunction with MS	Improve, test and refine Agency Business Continuity Management and Disaster Recovery procedures	The CBS will continue to serve even in a case of a disaster	Ensure the resilience of core business processes and systems to disaster	Centralized business continuity management platform in place	Business continuity management platform conformity with business requirements Conformity to the time schedule	100% conformity System implemented by Q3	Interim and final project reports	0.2	€10,000.00	SEC

2.1.41. *Implementation of Technical Security Control Architecture Roadmap*⁴³

Type of activity: Horizontal

Description: Technical security controls are implemented according to the Technical Security Control Architecture Roadmap. The Agency will be developing enterprise security architecture in 2015 and 2016 based on a more dynamic and adaptive model to address emerging sophisticated cyber security threats. This architecture would integrate predictive, preventive, detective and response capabilities such as context-aware network, endpoint and application security protection platforms for both the core business systems and corporate networks. This for example could include more comprehensive and continuous monitoring at all layers of the IT stack: network packets, flows, OS

⁴³ The Technical Security Control Architecture Roadmap will be elaborated as a part of 2016 activity "Gap assessment and design architecture for the implementation of the eu-LISA Critical Security Controls Baseline"

activities, content, user behaviours and application transactions, as well as threat intelligence services.

Value added: The Agency's systems will be protected from emerging threats through adaptive technical security architecture.

Main challenges: Sufficient coordination of the many involved contractors.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Strengthen security, cyber-security and information management capabilities	Strategic Objective: Strengthen security, cyber-security and information management capabilities	Ensure common Agency security standards	Strengthen and evolve the Agency's cyber security framework for its systems and communication networks	Provide assurance that the Agency's core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users	To ensure that all necessary technical controls are in place	Conformity of the Technical Controls to the Roadmap	Technical controls implemented in accordance with Roadmap	Interim and annual activity reports	0.2	€4,00,000.00	SEC

2.1.42. *Full business continuity and disaster recovery exercise*

Type of activity: Horizontal

Description: Test the internal capabilities for business continuity and IT security policies.

Value added: Provide assurance that eu-LISA and the MS are capable to handle critical situation

Main challenges:

- To have a homogeneous cooperation with the MS.

- Substantial dimensions of the exercise.
- The length of the exercise (15 months).

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017 ⁴⁴	Unit
Strengthen security, cyber-security and information management capabilities	Business continuity and disaster recovery management policy and procedures regularly tested in-house and in conjunction with MS	<ul style="list-style-type: none"> • Improve, test and refine Agency Business Continuity Management and Disaster Recovery procedures • Strengthen and evolve the Agency's cyber security framework for its systems and communication networks 	Strategic guidance on improvements to the current business continuity and disaster recovery measures	To provide assurance that the current incident management procedures are effective in end-to-end view	Report containing objective results from the exercise.	Conformity to the decided scope and time schedule	Test environment delivered no later than 24 months after the start of the project and has to be updated within the next 24 months	Report on business continuity and disaster recovery exercise 2017	1		SEC

2.2. Activities within the scope of Strategic Goal 2

Operational Activities

⁴⁴ The budgetary resources for this activity are covered by B03600 External Support Services budget line

Evolving as a Centre of Excellence

2.2.1. Introduction of Advanced Network Statistics (study and test stage)

Type of activity: Operational

Description: This project envisages three stages:

- Study stage should analyse eu-LISA's needs in detail and should propose the solution how to address these needs.
- Test stage to validate the proposed solution in limited scale on one part of the communication infrastructure.
- Implementation stage should cover the rollout of the validated solution in whole communication infrastructure.

Value added: Better fulfilment of eu-LISA legal obligations. Smoother operation of the communication infrastructure and core business systems depending on it. More effective setup of the communication infrastructure.

Main challenges: The project depends on the stable communication infrastructure environment and therefore should be started only after the end of migration to TESTA-ng.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	Regular benchmarking exercises of organisation's activities in place	Base Agency's governance framework on industry standards for corporate governance of ICT & fully integrate performance reporting in Agency's management structures	The implementation of the project will allow eu-LISA to: (a) Measure and evaluate real performance of the communication infrastructure (b) Independently validate the SLAs fulfilment declared by the contractor	Implementation of the advanced network statistics system (1st part) to allow eu-LISA to measure and evaluate real performance of the communication infrastructure used by all core business	Advanced network statistics system is in place	Delivery date of the study Start date of the test stage	Study present in due time and describing the recommended solution Test stage started according to planned schedule	Project interim and final reports	2.2	€ 100,000.00	OIU

			<p>(c) assess the communication infrastructure performance and take the necessary decisions (bandwidth increase/decrease) etc. for the communication infrastructure optimization</p> <p>(d) Faster troubleshoot issues and problems with the communication infrastructure by being able to compare current and historical data</p> <p>(e) Proactively react on the bottle necks in the communication infrastructure</p>	<p>systems (to be achieved in 2019)</p>							
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2.2.2. Advanced reporting tool (study and validation)

Type of activity: Operational

Description: There is a necessity of an advanced reporting on KPIs and SLAs that would enable full measurement and evaluation (integrated and in real time) of all processes and system/application related activities. This project envisages two stages:

- Study stage should analyse eu-LISA needs in detail and should propose the solution how to address these needs;
- Validation and implementation stage should cover the eu-LISA validation and the rollout of the validated solution.

Value added: Better fulfilment of eu-LISA agreements with MS. A stable reporting solution accessible for all the eu-LISA authorised staff.

Main challenges: The project depends on the effective implementation of eu-LISA CSI process.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	Corporate KPIs monitored, reported and relevant corrective actions taken as required.	Evolvement of the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL)	Possibility to make decisions based on consistent and reliable data in the eu-LISA integrated ITSM tool	Implementation of the advanced reporting tool enabling eu-LISA to measure and evaluate the processes and systems KPIs and SLAs	Advanced reporting on KPIs and SLAs	Delivery date of the study	Study present in due time and describing the recommended solution Validation started according to planned schedule	Project interim and final reports	2.2	€ 300,000.00	OIU

Horizontal Activities

Data protection

2.2.3. Carrying several data protection awareness sessions

Type of activity: Horizontal

Description: Refreshment on data protection concepts for the staff and introducing the notion to any newcomers.

Value added: Data protection in eu-LISA maintains its high level.

Main challenges: Staff does not have enough time to participate in the training sessions.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	<ul style="list-style-type: none"> • Evolve robust and appropriate data protection mechanisms for corporate and operational aspects of the business. • Personal data in the systems under management processed in accordance with accepted DP principles; that data is secure at all times and safe from unauthorised access, alteration, use or loss. 	Personal data in the systems under management processed in accordance with accepted DP principles; that data is secure at all times and safe from unauthorised access, alteration, use or loss	Staff complies with the data protection requirements	To update the staff's knowledge on data protection	Increased understanding of the staff on the data protection concepts	Number of sessions carried out	4 sessions	Interim and annual activity reports	0.5		DPO

2.2.4. Monitor closely the notification of processing operations

Type of activity: Horizontal

Description: Monitor the processing operations that involve personal data.

Value added: Data protection principles and compliance are respected by the processing operations.

Main challenges: Not all the processing operations are notified to the DPO.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	Personal data in the systems under management processed in accordance with accepted DP principles; that data is secure at all times and safe from unauthorised access, alteration, use or loss	Evolve robust and appropriate data protection mechanisms for corporate and operational aspects of the business	Establishment of an efficient public notification procedure and privacy notices	Ensure transparency and provide information to the eu-LISA staff and others.	All notifications are monitored before and after entering into operations. Recommendations on improvements are issued in order to guarantee the data protection principles.	The inventory of processing operations	10 % difference between the inventory and the register of processing operations	The internal register of the DPO available to all staff with access to the shared drives.	0.4		DPO

Evolving as a Centre of Excellence

2.2.5. Definition and implementation of a maturity assessment model for the Agency

Type of activity: Horizontal

Description: This project aims to establish a model for evaluation of operational model of the Agency based on ITIL/ITSM. It is an essential tool for management and evolution of operational processes in the Agency. In order to fully comply with industry standards for IT Service Management the Agency's operational model needs to be enhanced and evolved. Once all ITSM processes are successfully implemented and running in live mode for a certain while, the Agency needs further to assess and determine the degree of

maturity of its implementation processes. The project will mainly focus on the definition and implementation of the Agency's Assessment of maturity model for future evaluation of Agency's maturity levels (initial, repeatable, defined, managed and optimizing). The goal of the whole assessment process is to determine and insert relevant values into the Implementation Maturity Matrix so that the overall maturity of the Agency's implementation processes can be derived from it. This project will be delivered in two stages: a study (2017) that will analyse eu-LISA requirements in detail as well as will take a snapshot of present operational model. Based on that it will suggest a framework for maturity assessment of operational model. Second stage of the project will be executed in 2018 and will include testing and implementation of the model.

Value added: More efficient and effective process and service model for eu-LISA as IT service provider. Much more stable operational and service supporting model.

Main challenges: The project depends on the effective implementation and running in live mode eu-LISA ITSM processes.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	<ul style="list-style-type: none"> Regular benchmarking exercises of organisation's activities in place Corporate KPIs monitored, reported and relevant corrective actions taken as required. 	Evolve the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL)	Assessment of maturity level of eu-LISA Process and service model	Definition and Implementation of the needed for eu-LISA Assessment model	Clear results on eu-LISA process and service maturity as IT service provider	Delivery date of the study	Study present in due time and describing the recommended solution	Project interim and final reports	2.2	€ 270,000.00	OIU

2.2.6. Hosting the DPO Network⁴⁵ meeting

Type of activity: Horizontal

Description: Preparation and facilitation of the event.

Value added: The DPOs share good practices and common understanding on the Data protection activities to be performed in their organisations.

Main challenges: A prior consent between the DPOs on holding such a meeting should be achieved.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Provide ICT support and expertise to other agencies	Appropriate service model for ICT consultancy & support developed and implemented	Evolve robust and appropriate data protection mechanisms for corporate and operational aspects of the business	eu-LISA establishes itself as a leading agency in terms of data protection	Promote the data protection compliance among other agencies by exchanging best practices	A successful DPO network meeting is hosted by eu-LISA	Number of meetings held	1 meeting to be held in Q4	Annual Activity Report	0.1	€ 14,000.00	DPO

2.2.7. Continuous improvement of eu-LISA process and service model based on ITIL best practice and the integrated ITSM tool

Type of activity: Horizontal

⁴⁵ The DPOs Network meets at regular intervals twice a year. It is a useful forum for exchanging views on common issues and to provide advice among DPO's and EDPS. Apart from bilateral meetings and contacts with the DPOs, the EDPS also takes part in the regular meetings of the DPO network. These meetings serve as useful means for exchange of information and discussions on current issues. The DPO's Network is composed by DPO's of the Community institution and bodies, Data Protection Coordinators (DPC) and the EDPS

Description: Continuous improvement of the eu-LISA process and service models based on the Integrated ITSM tool.

Added value: Efficiency and increase the quality of service delivery (improved and refined operational KPIs and SLAs based on ongoing CSI process).

Main challenges: Overcome the potential side effects produced by changes in the processes and tools. Prerequisite: Full ITIL best practices adoption by the end of 2016.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost effective governance and service model	-Operational Management processes and tools support and evolution Increase automation for KPIs calculation and monitoring	- Base Agency's governance framework on industry standards for corporate governance of ICT & fully integrate performance reporting in Agency's management structures - Evolve the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL)	Continuous applying of the ITIL best practices , guaranteeing a stable trend for services improved delivery and increased customers satisfaction	Streamline and further integration of the service and processes models , increasing automation and efficiency,	Up-to-date processes that supports the business reality and future needs; Integrated ITSM tool improving the information accuracy and efficiency	Internal processes kept up-to-date; with a relevant capacity to deal with the growth KPI for ITSM tool usage	100% of all Service management events managed via the integrated ITSM tool; Less than 5 % process incompliance	ITSM integrated tool	1.2	€150,000.00	OIU

2.2.8. Project Portfolio Management-processes streamlined for an efficient delivery. Further evolution of the MSP platform with integrated planning, resources allocation and dependencies across projects

Type of activity: Horizontal

Description: Further development of the project management processes and the evolution of the tools supporting the project planning and execution tracking.

Added value: Increase the efficiency and enhance the quality of a service delivered by the PMO.

Main challenges: Gaining organizational commitment through all working-levels in order to take full advantage of the possible benefits. Prerequisite:

- successfully installed instance of MS Project Server on the working SharePoint-farm;
- successfully started training sessions on both the tool and the best usage of it.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain an efficient and cost-effective governance and service model	Regular benchmarking exercises of organisation's activities in place Corporate KPIs monitored, reported and relevant corrective actions taken as required.	Base Agency's governance framework on industry standards for corporate governance of ICT & fully integrate performance reporting in Agency's management structures Further development of the Agency's PMO	Well-developed ability to manage the entrusted projects and programs within the agency's portfolio through which the agency will further become an acknowledged EU ICT centre of excellence and service provider	Increase the efficiency and enhance the quality of a service delivered and also to further develop a modern, efficient and agile organization as demanded for in the 4. strategic goal of eu-LISA	Further developed project management processes a Adapted tools to support the delivery. Increased project management capabilities for an efficient delivery. PPM-platform Completed developed project and programme management processes, including the associate methodology, tools and templates to support the	Percentage of migrated projects/programs into MSP-platform	95% of all projects/pr ograms are managed completely within the chosen MSP platform	Report based on MSP extraction	1		AM MU

					project delivery. Automatization of some part project management process via a Project Server implementation fully integrated in the SharePoint intranet.						
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Monitoring and applying developments in research for system evolution

2.2.9. Implementation of activities as listed in the Annual Research and Monitoring of Technology Roadmap

Type of activity: Horizontal

Description: Based on the Research and Technology Monitoring Strategy 2015-2017, an Annual Research and Monitoring of Technology Roadmap defines research monitoring actions to be implemented related to a possible new systems development (e.g. Entry/Exit System) or evolution of systems present. Next to these activities, an active exchange with peer EU partners is promoted and carried out in order to expand the knowledge available.

Value added: Fulfil the requirements of the founding regulation (article 8) and provide information on the technical developments concerning the systems under the operational management of the Agency.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Monitor new technologies and	• Regular monitoring reports &	Develop structured technology	The Agency maintains high level of	To provide the Agency with sufficient	Annual Research and Monitoring of Technology	Conformity of the activities performed to	Annual Research and	Interim and annual activity reports	1	€40,000.00	GCU

implement new solutions to facilitate optimisation of business processes	recommendations to management regarding applicable new technologies and solutions • Evolution roadmaps of the systems to be updated with the outcomes of relevant R&D	monitoring & assessment process.	awareness on the technological developments in the sector	information on the latest technological developments in the sector	Roadmap is fully implemented	monitor the technology in 2017 to Annual Research and Monitoring of Technology Roadmap	Monitoring of Technology Roadmap is implemented according to measures and actions defined				
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2.3. Activities within the scope of Strategic Goal 3

Horizontal Activities

Partnerships with the Member States, EU institutions and other stakeholders

2.3.1. Implementation of activities as listed in the Stakeholder Management Action Plan⁴⁶

Type of activity: Horizontal

Description: Implementation of actions and measures for the proper engagement of the stakeholders.

Value added: The Agency will be able to successfully manage the stakeholders' relations in accordance with its and their interests and influences.

Main challenges: Measures implemented in 2017 will not have immediate impact in 2017 as estimated.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Become a trusted advisor to the EU institutions on ICT matters within the mandate of the Agency	Consistently high stakeholder confidence in the Agency's ability to deliver the tasks mandated to it quantified through targeted stakeholder surveys	Provide effective advice to stakeholders about matters relating to the mandate and activities of the Agency Evolve and maintain relations with relevant EU institutions & other stakeholders	The relations with the stakeholders are managed in a reasonable and structured way throughout the Annual Stakeholder Engagement Plan	To assure that stakeholder relations are properly managed	Annual Stakeholder Management Plan is fully implemented	Stakeholder overall satisfaction rate	Overall satisfaction higher than 60%	Stakeholders survey	0.8		GCU

⁴⁶ The Stakeholder Management Action Plan is elaborated on annual bases. The one for 2017 is not yet available at the time of drafting this document.

2.3.2. Planning and coordination of the Agency's participation as an observer in the Schengen Evaluation missions

Type of activity: Horizontal

Description: Facilitation of the participation in the Schengen Evaluation missions.

Value added: The Agency fulfil its obligations as a Schengen Evaluation observer in a precise and reliable manner.

Main challenges: The number of requested Schengen Evaluation missions exceeds the capacity of the Agency to respond.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Become a trusted advisor to the EU institutions on ICT matters within the mandate of the Agency	Consistently high stakeholder confidence in the Agency's ability to deliver the tasks mandated to it quantified through targeted stakeholder surveys	Provide effective advice to stakeholders about matters relating to the mandate and activities of the Agency	Member States are provided with continuous support for Schengen Evaluation.	To assure the participation of the Agency's experts in the Schengen Evaluation missions	Participation in Schengen Evaluation missions as an observer	Ensuring participation of eu-LISA staff in Schengen Evaluation missions as requested	Adequate participation as per planning put forward by the Commission	Annual Activity Reports	0.8		GCU

Partnerships with Other Agencies and Other EU Relevant Bodies

2.3.3. Conclude and implement Working Arrangements and Annual Cooperation Plans in relevant subject matter areas with EU Agencies

Type of activity: Horizontal

Description: Negotiations on the Working Arrangements and consecutive implementation as agreed.

Value added: To create synergies with other agencies and stakeholders and increased visibility of the Agency based on a prior analysis of the practical value.

Main challenges: In-house procedures of the partners might affect the timeline and conclusion of the Working Arrangements.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Lead collection and sharing of best practices in the area of ICT	Internal process for knowledge management in place Sharing expertise, 'lessons learned' and best practice in relevant subject areas or large-scale projects	Seek relevant synergies with other private & public sector ICT actors and develop appropriate learning programmes and opportunities for information exchange	Maintaining partnerships with EU Agencies	To manage relations with other organisations in a structured and clear manner To provide advice and best practices to eu-LISA's stakeholders	Working Arrangements and Memoranda of Understanding in place	Implementation of Working Arrangements with CEPOL, FRONTEX, EASO, Europol and FRA.	All Working Arrangements and Memoranda of Understanding are implemented as foreseen	Annual activity reports	1		GCU

2.4. Activities within the scope of Strategic Goal 4

Operational Activities

Financial management & procurement

2.4.1. Execution of the Procurement and Acquisition Plan

Type of activity: Operational

Description: Coordination and monitoring of the implementation of the Procurement and Acquisition Plan. In particular, this includes the management of tendering and contracting.

Value added: Maintain and facilitate the operations of the Agency by ensuring sound financial management.

Main challenges: Compliance with the time schedule.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Systematic achievement of budgetary implementation goals	Develop and further strengthen the Agency's finance and procurement procedures in line with relevant EU norms, guidance and best practice, including from the private sector	High quality and timely services to the organisation in budgetary, procurement and financial services in support of the Agency are provided throughout the year. Processes are reengineered to improve efficiency and effectiveness, wherever possible through dematerialization	To support the Agency's core activities by providing procurement and acquisition in due time	The necessary tender procedures are started and the necessary contracts awarded	Delay (in calendar days) from planned date of signature of major contracts relating to title 3 of the Agency budget, against the dates in the Procurement and Acquisition Plan	Deviations of major procurements are not bigger than 6 weeks (i.e. 42 calendar days from planned date of contract signature)	Annual Activity Report	4		FPU

Horizontal Activities

Evolving the Agency's governance framework

2.4.2. Review of Corporate Governance Model

Type of activity: Horizontal

Description: Desk review and interviews with eu-LISA key stakeholders involved in corporate governance.

Value added: Improve the overall performance of the Agency's corporate governance.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Implementation of relevant industry standards: ITSM, PRINCE2, ISO27001 implemented	Identify key business areas and processes that need improvement, diagnose and analyse the reasons behind poor performance, plan and implement changes necessary to improve performance in a quantifiable or measurable way.	The Corporate Governance Model, consisting of Risk Management, Internal Control Management and Quality Management is implemented and operated at the Agency according to its definitions and requirements	To maintain an appropriate Corporate Governance Model for the Agency	A dedicated proposal for changes and amendments of the Agency's Corporate Governance Model is provided	The proposal for amendment is provided in due time	The proposal is delivered before the end of 2017	Final report including assessment and proposals for further development of eu-LISA's corporate governance model	0.3		GCU

2.4.3. Implementation of a tailored quality management system according to eu-LISA needs

Type of activity: Horizontal

Description: A quality management framework is designed and approved for establishing a quality management system.

Value added: Improve/maintain the overall performance of the Agency.

Main challenges: Implementation might be delayed due to limited resources.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously align operational and strategic planning as well as capabilities of the organisation to best serve stakeholder needs	Implement QM system based on applicable standards	Identify key business areas and processes that need improvement, diagnose and analyse the reasons behind poor performance, plan and implement changes necessary to improve performance in a quantifiable or measurable way	The Corporate Governance Model, consisting of Risk Management, Internal Control Management and Quality Management is implemented and operated at the Agency according to its definitions and requirements	To support the high quality of eu-LISA's services and operations	All activities shall be implemented in accordance the Roadmap	A Quality Management System is implemented in the required time and scope	A quality management system is gradually established starting from Q1 2018	Annual Quality Management Plan	0.6	€ 60,000.00	GCU

2.4.4. *Timely administrative support for the Management Board*

Type of activity: Horizontal

Description: Coordination, preparation and facilitation of the governance provided by the MB.

Value added: Support the execution of the requirements of the founding regulation (Article 12 and Article 15). Maintain a positive image of the Agency.

Main challenges: Maintaining the high level of commitment required for the efficient governance.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain a strong corporate culture and a positive image to its stakeholders and to EU institutions	Cohesive & coherent corporate identity to maintain positive perceptions of the Agency	Promote & maintain a positive image of the Agency through effective external communications (including outreach programmes and legal and statutory reporting obligations)	The Management Board performs effectively its duties	Effective operation of the Management Board	The administrative and logistic support to the Management Board is maintained on a high level	Meetings delivered as planned Stakeholder overall satisfaction rate	Meetings organised as required by the MB Overall satisfaction higher than 70%	Interim and annual activity reports Stakeholders survey	0.8	€ 360,000.00	GCU

2.4.5. Timely administrative support for the Advisory Groups

Type of activity: Horizontal

Description: Coordination, preparation and facilitation of the AGs work.

Value added: Support the execution of the requirements of the founding regulation (Article 19). Maintain a positive image of the Agency.

Main challenges: Facilitating the high level of expertise required by the AGs to support the MB.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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Develop and maintain a strong corporate culture and a positive image to its stakeholders and to EU institutions	Cohesive & coherent corporate identity to maintain positive perceptions of the Agency	Promote & maintain a positive image of the Agency through effective external communications (including outreach programmes and legal and statutory reporting obligations)	The Advisory Groups perform effectively their duties	Effective operation of the Advisory Groups	The administrative and logistic support to the Advisory Groups is maintained on a high level	Meetings delivered as planned Stakeholder overall satisfaction rate	Meetings organised as required by the MB Overall satisfaction higher than 70%	Interim and annual activity reports Stakeholders survey	1.2	€ 420,000.00	GCU
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2.4.6. Annual planning and reporting

Type of activity: Horizontal

Description: Production of statutory work programs, interim activity reports and consolidated annual activity reports including the collection of the relevant information.

Value added: To fulfil legislative requirements and provide stakeholders with sufficient information on the Agency plans and performance.

Main challenges: Collection of information as requested by the Single Programming Document and Consolidated Annual Activity Reports within the time limits.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously align operational and strategic planning as well as capabilities of the organisation	Implementation of the Agency's strategic goals as described within its 6-year strategy document	Implement and manage the Agency's long-term strategy and evidence this through the production of relevant and accurate	All regulatory and required planning and reporting documents are produced	To fulfil the statutory requirement for planning and reporting of the activities of the Agency	Single Programming Document, interim and annual activity reports are produced	Compliance with deadlines for production of reports and plans/programmes maintaining the required quality	All documents are produced within the deadlines All documents	Official submission of the documents to the AGs and MB Decisions of the MB	0.8	€ 40,000.00	GCU

to best serve stakeholder needs		management information					adopted by the MB				
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2.4.7. Review and update of eu-LISA's long-term strategy

Type of activity: Horizontal

Description: This activity envisages elaboration of internal and external analyses resulting in an updated long-term strategy.

Value added: Supports the capabilities of the Agency to adapt to changes in the environment.

Main challenges: Assuring sufficient knowledge is available within the Agency to carry out the necessary analyses.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously align operational and strategic planning as well as capabilities of the organisation to best serve stakeholder needs	Implementation of the Agency's strategic goals as described within its 6-year strategy document	Implement and manage the Agency's long-term strategy and evidence this through the production of relevant and accurate management information	Agency planning better adapts to environmental changes resulting in activities better designed to fit stakeholders' needs	To align the long term strategy of the Agency with the changes in the environment	Updated long-term strategy.	Approval of the updated long term strategy by the Management Board	The Management Board adopts the update long term Strategy	Decision of the Management Board	0.2	€ 20,000.00	GCU

Financial management & procurement

2.4.8. Transfer paper-based workflows to electronic workflows based on corporate IT infrastructure

Type of activity: Horizontal

Description: The project shall comprise a study, test and deployment of workflow modelling in the corporate IT infrastructure based on existing routing slips and checklists.

Value added: Increased efficiency in the workflows (traceability, audit trail) and effectiveness in the internal controls of ex-ante financial controls.

Main challenges: The corporate IT tools shall be advanced enough to support the process.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Systematic achievement of budgetary implementation goals	Develop and further strengthen the Agency's finance and procurement procedures in line with relevant EU norms, guidance and best practice, including from the private sector	High quality and timely services to the organisation in budgetary, procurement and financial services in support of the Agency are provided throughout the year. Processes are reengineered to improve efficiency and effectiveness, wherever possible through dematerialization	To remove the paper-based workflows	System for electronic workflow implemented and in use	Financial (for commitments and payments) operational circuits (routing slips and checklists) are available and operated on corporate IT infrastructure	Financial operational circuits available and operated on the corporate IT infrastructure by the end of 2017	Project interim and final reports	0.3	€ 50,000.00	FPU

2.4.9. Improve budgetary planning and implementation accuracy in the 2017 budget

Type of activity: Horizontal

Description: The budget planning, implementation, monitoring and reporting cycle is optimised.

Value added: The budget planning, implementation, monitoring is improved.

Main challenges: Emergency requirements under the systems.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Systematic achievement of budgetary implementation goals	Develop and further strengthen the Agency's finance and procurement procedures in line with relevant EU norms, guidance and best practice, including from the private sector	High quality and timely services to the organisation in budgetary, procurement and financial services in support of the Agency are provided throughout the year. Processes are reengineered to improve efficiency and effectiveness, wherever possible through dematerialization	To assure better budgetary planning	Better capabilities for precise budgetary planning.	Budgetary planning accuracy in 2017 budget Budget execution (Commitment and Payment appropriations - C1 credits) calculated annually.	10% reduction of number of budgetary transfers compared to 2016 Administrative Budget (Title 1 and 2): 95% Operational Budget (Title 3): 95%	Periodic budget implementation reports	1		FPU

2.4.10. *Timely delivery of services related to budgetary, procurement and financial management*

Type of activity: Horizontal

Description: Provision of high quality and fit for purpose internal services in budgetary, procurement and financial management.

Value added: Support the smooth execution of the Agency's tasks.

Main challenges: The planned significant increase in the budget and volume of contracts managed may cause disruption in this area.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Systematic achievement of budgetary implementation goals	Develop and further strengthen the Agency's finance and procurement procedures in line with relevant EU norms, guidance and best practice, including from the private sector	High quality and timely services to the organisation in budgetary, procurement and financial services in support of the Agency are provided throughout the year. Processes are reengineered to improve efficiency and effectiveness, wherever possible through dematerialization and adoption of e-tools	Sound financial management is ensured in the support of the Agency's operations.	High quality internal budgetary, procurement and financial services are provided	No major disruption of services attributable to internal organisational issues	Disruptions shorter than 1 week	Annual Activity Report	7.7		FPU

Facilities management

2.4.11. Establishment of corporate and other services in the new building in Tallinn

Type of activity: Horizontal

Description: Efficient and effective planning and establishment of corporate and other services in the new Tallinn building (refurbishment, catering, meeting, cleaning, waste disposal, supplies, post, logistics). Carrying out the necessary high value, multiannual procurement processes to support services and utilities.

Value added: Longer sustainable wellbeing of staff with sufficient working conditions in accordance to OIB standards.

Main challenges: Dependency on external process owner and contractors.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Improved working conditions for staff	To assure staff has the necessary and appropriate working conditions	The new Tallinn building is ready to be used by eu-LISA	Conformity to OIB standards	The office space is in accordance to OIB standards	Handover protocol	0.5	€ 120,000.00	CSS

2.4.12. *Relocation from old to new premises in Tallinn*

Type of activity: Horizontal

Description: Organisational undertakings in relation to the old and new building in Tallinn: relocation, handover of old premises in Tallinn and takeover of new premises in Tallinn, including establishment, training and operation of new online facilities' system for the new building.

Value added: Smooth transition of the IT and non-IT business services.

Main challenges: Dependency on external contractor. Having sufficient time for the reallocation.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Improved working conditions for staff	To provide services in the field of building management, facility management and logistic in Tallinn.	All necessary undertaking to reallocate from the old to the new building are carried out	To carry out the removal and takeover to schedule and scope	Removal and takeover carried out in time and scope	Final project report	0.7	€ 250,000.00	CSS
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2.4.13. Relocation from old to new premises in Strasbourg

Type of activity: Horizontal

Description: Organisational undertakings in relation to the old and new building in Strasbourg: move of the assets (laptops, desktops, etc.) related to the core business systems (e.g. items related to the functions of system administrators, network administrator, test team).

Value added: Smooth transition of the core business system services.

Main challenges: Dependency on external contractor. Having sufficient time for the reallocation.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Improved working conditions for staff	To provide services in the field of building management, facility management and logistic in Tallinn.	All necessary undertaking to reallocate from the new to old building are carried out	To carry out the removal and takeover to schedule and scope	Removal and takeover carried out in time and scope	Final project report	0.1	€ 20,000.00	OPD

and
standards

2.4.14. *Further development of intranet and extranet platforms*

Type of activity: Horizontal

Description: Upgrading and regular maintenance of the Agency's collaboration platform.

Value added: Efficient and secure IT tool for collaboration between the Agency and its stakeholders.

Main challenges: Maintaining a proper balance between available capacity and growing needs.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Provide services in the field of corporate IT management	To enhance the collaboration platform of the Agency (intranet and extranet) with new solution packages and scalability improvements to provide better services to internal and external stakeholders	New solution packages and scalability improvements in place	Percentage of the AG and MB representatives who use the tool at least once a month	80% of the AG and MB representatives use the tool at least once a month	Survey report	1.4	€ 560,000.00	CSS

2.4.15. *Improvement of the network, system and security architecture of the Agency for corporate use*

Type of activity: Horizontal

Description: Regular maintenance and upgrading to support the business of the Agency.

Value added: Efficient network system and security architecture supporting the business of the Agency.

Main challenges: Maintaining a proper balance between available capacity and growing needs.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Provide services in the field of corporate IT management	To enhance network, system and security architecture of the Agency for corporate use to provision for flexibility, better availability and reliability	Network, system and security architecture of the Agency improved	Number of upgrades/releases per year	At least 2 upgrades/releases per year	Upgrade/release report	1.4	€ 860,000.00	CSS

2.4.16. Providing and enhancing corporate IT services as well as the required maintenance to facilitate and support eu-LISA staff

Type of activity: Horizontal

Description: Improving corporate IT services to meet the business needs.

Value added: Corporate IT services sufficiently support eu-LISA's staff.

Main challenges: Assuring sufficient level of service according to fluctuation in business needs.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices and standards	Improvement of productivity through enhanced working conditions of all staff	Improvement of productivity through enhanced working conditions of all staff	Provide services in the field of corporate IT management	To assure appropriate IT services as well as the required global maintenance to facilitate and support eu-LISA staff	The required IT services and global maintenance are in place	Conformity of response time to service to the SLA (based on SLA to-be-signed in 2016)	Response time to service requests as defined per SLA	Periodical SLA reports.	1.5	€ 520,000.00	CSS

2.4.17. Further implementation of electronic document management system

Type of activity: Horizontal

Description: Development and implementation of extended functionalities of the system.

Value added: Having a sufficient tool to support the business needs of eu-LISA.

Main challenges: Meeting the technical and business requirements of the Agency in terms of capacity and volume.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of	Improvement of productivity through enhanced working	Improvement of productivity through enhanced working	The Agency will improve its efficiency in business processes	To rise the efficiency and effectiveness of eu-LISA business	Document administration, archiving and retrieval of documents via an	Down-time of the document management system –	Not less than 95% availability of system	System performance reports	0.2	€ 160,000.00	CSS

resources through the introduction of industry best practices and standards	conditions of all staff	conditions of all staff		processes through enhanced document retrieval and editing functionalities	electronic document management system						
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Human resources management

2.4.18. Payroll and entitlements administration processing

Type of activity: Horizontal

Description: Activities constituting day-to-day HR tasks: preparation and transmission of documents received from the staff and relevant for the payroll calculation, including entitlement to allowances, reimbursement of the costs, changes in the carrier, etc.

Value added: Staff rules and regulations are followed and staff expectations on matters concerning payment are met.

Main challenges: External dependencies. The Service Level Agreement signed with the Paymasters Office of the European Commission offering full service requires regular and more than expected time allocation for monitoring of the payroll process in regards to the payment of the individual entitlements as well as for the corrections of the human errors occurring in the payroll. eu-LISA is dependent on the response time of the Paymasters Office of the European Commission, which often is longer than a couple of days or weeks.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Retain and continuously develop staff of the Agency	Individual and team commitment to the Agency consistently	Identify, attract, develop & retain talented employees and ensure they are	Effective and efficient Human Resource management, including payroll	Staff receives their payments in due time and precise amounts	Payroll and entitlements administration is carried out according to staff	Compliance with the legal obligations towards staff regarding the	Accurate monthly salary is paid to staff by	Payroll reports	1.5		HRT U

through robust knowledge and skills management , in parallel with personalised employee development paths	aligned through the provision of knowledge sharing, development and training opportunities	developed through the appropriate learning opportunities	(and entitlements administration), the working time and leave administration, development of the eu-LISA implementing rules, recruitment for the replacement of staff due to the natural ⁴⁷ turnover (end or termination of a contract)		rules and regulations	monthly payment of salaries and entitlements	15th day of each month.				
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2.4.19. Leave and work time management

Type of activity: Horizontal

Description: Activities constituting day-to-day HR tasks: monitoring entitlements to leave, verification of submitted by the staff documents for the compliance with the rules on the subject, registration of leaves taken; verification of documents related to working time and compensation for overtime, shift work and stand-by duty.

Value added: Compliance with the legal obligations towards staff.

Main challenges: Complex administration of time recording due to diverse work regimes.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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⁴⁷ Natural staff turnover is the ratio of the number of employees that leave an organisation through attrition, due to the end of their employment contract, dismissal, or resignation during a period to the number of employees on payroll during the same period.

	within this strategic objective										
Retain and continuously develop staff of the Agency through robust knowledge and skills management, in parallel with personalised employee development paths	Individual and team commitment to the Agency consistently aligned through the provision of knowledge sharing, development and training opportunities	Identify, attract, develop & retain talented employees and ensure they are developed through the appropriate learning opportunities	Effective and efficient Human Resource management, including payroll (and entitlements administration), the working time and leave administration, development of the eu-LISA implementing rules, recruitment for the replacement of staff due to the natural turnover (end or termination of a contract)	To manage work time in a way that will secure the Agency's optimal performance and to assure that the staff gets all necessary and due leaves	Leave and work time management is carried out according to staff rules and regulations	Conformity of leave and worktime management with rules and eu-LISA decisions on the subject	Leave and work time management is carried out according to Staff Regulations and eu-LISA decisions	ALLEGRO Dashboard reports	1.5		HRT U

2.4.20. *Recruitment and replacement of staff*

Type of activity: Horizontal

Description: Recruitment is performed in accordance to the specific eu-LISA rule, processes and procedures.

Value added: The Agency is able to continue to perform its tasks in smooth and reliable manner supported by efficient and effective HR recruitment.

Main challenges: Limited amount of applications due to employment conditions for Estonia.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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Retain and continuously develop staff of the Agency through robust knowledge and skills management, in parallel with personalised employee development paths	Individual and team commitment to the Agency consistently aligned through the provision of knowledge sharing, development and training opportunities	Identify, attract, develop & retain talented employees and ensure they are developed through the appropriate learning opportunities	Efficient and effective management of eu-LISA staff competences, skills and knowledge via the Agency's competency framework	To assess the needs of staffs' competencies evolution	Comprehensive outcome report with recommendations and coaching needs	Number of staff subject to 360 degree evolution	360 degree evaluations performed for at least 17 eu-LISA staff members (managers, persons with partial managerial responsibilities and potential successors of these functions) and linkages to coaching provided.	360 degree evaluation report (ALLEGRO dashboard)	0.5	€ 40,000.00	HRT U
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2.4.23. *Development of a Health and Safety policy document and implementation of a related horizontal activities roadmap*

Type of activity: Horizontal

Description: This is an interdisciplinary activity involving eu-LISA staff responsible for HR, Security, logistics (building infrastructure) as well as external experts on health and safety issues (including some medical aspects) to create a consistent policy document and an implementation framework in the area of Health and Safety across all its services and premises.

Value added: Compliance with the legal obligations and provision of comprehensive approach under one policy rather than collection of scattered documents and activities.

Main challenges: No main challenges expected at this point.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
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	strategic objective										
Retain and continuously develop staff of the Agency through robust knowledge and skills management, in parallel with personalised employee development paths	Individual and team commitment to the Agency consistently aligned through the provision of knowledge sharing, development and training opportunities	Identify, attract, develop & retain talented employees and ensure they are developed through the appropriate learning opportunities	Healthy and safe working environment	Occupational health and safety conditions in eu-LISA are improved if necessary	Occupational Health and Safety Programme of eu-LISA is implemented	Health and Safety Policy of eu-LISA document being adopted. Percentage of the activities implemented compared to the planned activities in the roadmap	At least 90% of the roadmap activities for 2017 are implemented by the Agency.	Health and Safety Policy document and implementation plan	0.5	€ 50,000.00	HRT U

2.4.24. Learning and development of technical skills for the management of IT systems

Type of activity: Horizontal

Description: Training is performed in accordance to the specific eu-LISA's rules, processes, and procedures and based on operational needs.

Value added: The Agency will further develop the technical capacity and knowledge of the large scale IT systems management to its statutory staff members to guarantee the business continuity and in house knowledge ownership.

Main challenges: External dependencies, staff availability for the extended and intensive training course due to conflicting work schedules.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Retain and continuously develop staff	Individual and team commitment to	Identify, attract, develop & retain talented	Effective and management of the systems	To maintain and further enrich the high	Offer qualitative Learning and Development	Evaluation of activities carried out;	80% general satisfaction	Monthly SMART report; Quarterly	0.5	€ 250,000.00	HRT U

of the Agency through robust knowledge and skills management , in parallel with personalised employee development paths	the Agency consistently aligned through the provision of knowledge sharing, development and training opportunities	employees and ensure they are developed through the appropriate career advancement opportunities		level of expertise available to serve the Agency's needs	activities to staff members		; 90% of needs identified through the implementation of the competency framework in the area of management of the IT systems covered	report, Multiple evaluation methodologies on technical knowledge of the systems' management applied			
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2.4.25. Learning and development for the soft, administrative and managerial skills

Type of activity: Horizontal

Description: Learning and Development is performed in accordance to the specific eu-LISA rule, processes and procedures.

Value added: The Agency will further develop and retain its staff via continued learning and professional development opportunities.

Main challenges: External dependencies and availability of staff for proposed training due to conflicting work schedules.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Retain and continuously develop staff of the Agency through robust	Individual and team commitment to the Agency consistently aligned through the provision of	Identify, attract, develop & retain talented employees and ensure they are developed through the	eu-LISA staff empowered for succession and the replacement of staff occurring due to the natural turnover	To maintain and further enrich the high level of expertise available to	Learning and Development activities to staff members	Evaluation of activities carried out on the level of staff attending training and the Heads of Departments/Uni	80% general satisfaction ; 90% of staff members attending	Monthly SMART report; Quarterly report	0.5	€ 400,000.00	HRT U

knowledge and skills management , in parallel with personalised employee development paths	knowledge sharing, development and training opportunities	appropriate career advancement opportunities		serve the Agency's needs		ts/Sectors feedback (Kirkpatrick analysis on the use of knowledge obtained (level 4) applied); Percentage of staff members attending learning activities	at least one learning and development activity.				
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2.4.26. Creation of eu-LISA e-library

Type of activity: Horizontal

Description: Creating shared space where eu-LISA staff saves and uses as a source of information about the knowledge acquired during their trainings.

Value added: Knowledge received through external training is easily accessible for all staff members.

Main challenges: To guarantee the consistency across the Agency.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Retain and continuously develop staff of the Agency through robust knowledge and skills management , in parallel	Knowledge management system in place	Create appropriate knowledge management strategy and framework for the Agency	Implementation of eu-LISA knowledge management via e-library	To provide staff with possibility to easily find information from external trainings	eu-LISA e-library is available to the Agency's staff to empower sharing of knowledge amongst staff	Percentage of the training materials received during the external training financed by eu-LISA included in the library for use.	At least 75% of the training materials received during the external training financed by eu-LISA is	Annual e-library implementation report	0.5	€ 25,000.00	HRT U

with personalised employee development paths							included in the library				
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Audit

2.4.27. Implementation of activities as listed in the Annual Internal Audit Plan

Type of activity: Horizontal

Description: Regular audit risk assessment supporting annual planning, assurance audit on selected process/system/entity, coordination of external audits (ECA, IAS), follow-up of Management's action plans to previous audit findings and recommendations.

Value added: Assurance provided to the Agency's stakeholders on the effectiveness of risk management, control and governance processes and procedures, governance and reputation enhanced.

Main challenges: Insufficient resources to address administrative support to the Internal Auditor and IT audit assignments (2 FTE).

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry best practices	Full implementation of the IA-CM for the Public Sector	The Agency's IA function will continue to objectively examine, evaluate and report on the adequacy of eu-LISA's internal controls as a	Governing bodies of the agency receive timely and sufficient independent assurance	To provide independent, objective auditing and consulting services designed to add value and improve the	Full implementation of the IA-CM for the Public Sector	Percentage of audit engagements carried out as approved in the Internal Audit Plan	At least 80% of audit engagements are carried out as approved in the	Annual Internal Audit Report (Q1-2018)	0.9	€ 13,000.00	IAC

and standards		contribution to the proper, economic and effective use of its resources.		operations of the Agency			Internal Audit Plan				
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2.4.28. *Certify IAC's Activity*

Type of activity: Horizontal

Description: External assessor(s) express an opinion on the entire spectrum of assurance and consulting work performed between Oct 2013 to June 2017 by the IAC of the eu-LISA, including its conformance with the definition of Internal Auditing, the Code of Ethics, and the Standards.

Value added: The IAC demonstrates to its stakeholders that:

- IAC conforms with the Definition of Internal Auditing, the Code of Ethics, and the Standards;
- Internal audit work meets stakeholder expectations;
- IAC adds value and improves the organization's operations;
- Resources for IAC are efficiently and effectively utilised.

Main challenges: Potential lack of identifying an appropriate supplier to support the exercise.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Continuously improve management and efficiency of resources through the introduction of industry	Full implementation of the IA-CM for the Public Sector	The Agency's IA function will continue to objectively examine, evaluate and report on the adequacy of eu-LISA's internal	Governing bodies of the agency receive timely and sufficient independent assurance	To provide independent, objective auditing and consulting services designed to add value and improve the	Action plan in place addressing Quality Assurance and Improvement Program findings	Delivery of an Independent Quality Assurance Opinion, provision of a dedicated Action Plan	The Independent Quality Assurance Opinion includes no critical findings, the Action	Annual Internal Audit Report (Q1-2018)	0.1	€ 15,000.00	IAC

best practices and standards		controls as a contribution to the proper, economic and effective use of its resources		operations of the Agency.			plan shall be delivered at the end of Q4				
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External and internal communications

2.4.29. Deliver effective and efficient event management of eu-LISA's annual conference for stakeholders on 2017 key topics

Type of activity: Horizontal

Description: Preparation, organisation and carrying out the event.

Value added: Maintain and improve the image of the Agency.

Main challenges: Participation target not met.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain a strong corporate culture and a positive image to its stakeholders and to EU institutions	Cohesive & coherent corporate identity to maintain positive perceptions of the Agency	Promote & maintain a positive image of the Agency through effective external communications (including outreach programmes and	Continue to promote the Agency and maintain its positive image	To assure that the large-scale awareness event/conference of eu-LISA is held in accordance to the highest possible standards	The annual awareness event/conference is successfully organised	Participation to the event by relevant stakeholders is achieved Satisfaction survey with the conference organisation is implemented	70 % of the relevant stakeholders participate in the event Overall satisfaction rate with	Conference report Satisfaction survey results	0.4	€ 60,000.00	GCU

legal and statutory reporting obligations)

the conference organisation over 70%

2.4.30. *Implementation of activities as listed in the External Communication Action Plan*

Type of activity: Horizontal

Description: Execution of the integrated communication activities as defined in the Annual External Communication Action Plan.

Value added: Fulfil the obligations of the Agency as required by the founding regulation (Article 27). Provide public information as required or requested by the external parties in accord with the principles of public accountability and transparency, applicable to EU institutions and Bodies. Maintain and improve the coherent and positive corporate image of the Agency.

Main challenges: Occurrence of unpredictable events that threaten important expectations of stakeholders and have serious impact on the Agency's performance generating negative outcomes.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017	Unit
Develop and maintain a strong corporate culture and a positive image to its stakeholders and to EU institutions	Cohesive & coherent corporate identity to maintain positive perceptions of the Agency	Promote & maintain a positive image of the Agency through effective external communications (including outreach programmes and legal and statutory reporting obligations)	The external communications are managed in a reasonable and sustainable way to support the positive image of eu-LISA	To assure that the necessary external communication activities are properly executed	Annual External Communication Action (including development and modernisation of the public website, publishing of the multilingual mandatory corporate publications, implementing change	Conformity of the external communication measures (participation rate, satisfaction rate, reach,) and activities (active and reactive) performed and assessed in compliance with the set quarterly milestones of the	Annual External Communication Action Plan is implemented according to measures and actions defined	Interim and annual activity reports	1.8	€ 1,233,000.00	GCU

					communication) fully fulfilled implemented according to the set time-line	2017 Annual External Communication Action Plan					
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2.4.31. *Implementation of activities as listed in the Annual Internal Communication Action Plan*

Type of activity: Horizontal

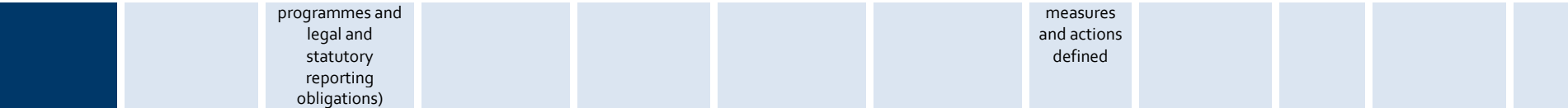
Description: Execution of the annual activities and events as described in the Annual Internal Communication Action Plan.

Value added: Improved organisational culture. Raised effectiveness of the internal communication process potentially leading to better understanding by the staff of the management decisions.

Main challenges: Maintaining and highlighting the relevance of the internal communication due to the Agency's different locations.

Strategic objective 2015 - 2020	Projected outcome(s) to be achieved within this strategic objective	Elements of strategic objective	Outcome from activity/activities	Objective of the activity	Outputs of the activity	Performance indicator	Target	Sources of verification	Direct FTE	Budget 2017 ⁴⁸	Unit
Develop and maintain a strong corporate culture and a positive image to its stakeholders and to EU institutions	Uniform corporate culture is established throughout the Agency. The Agency has sound internal communication process in place	Promote & maintain a positive image of the Agency through effective internal and external communications (including outreach	The internal communications are managed in a reasonable and sustainable way to support the corporate culture of the eu-LISA	To assure that the necessary internal communication activities are properly executed	Annual Internal Communication Action Plan is fully implemented	Conformity of the activities performed in 2017 to the Annual Internal Communication Action Plan	Annual Internal Communication Action Plan is implemented according to	Annual activity report	1.3	€ 40,000	GCU

⁴⁸ Budget of this activity is part of the budget for external communication



Annexes

Annex I: Resource allocation per Activity ⁴⁹

The estimated total effort in human resources (FTEs) attached to the objectives of the Single Programming Document 2017 in this annex give a reasonable indication of the allocation of available human resources to the majority of tasks to be undertaken by the Agency in 2017. However, the list is not entirely exhaustive, as it does not attempt to capture all horizontal/supporting activities. Therefore, the overall total of 154.95 FTEs as indicated below is required to perform all the activities planned in the Single Programming Document 2017. It is worth noting that there will also be a number of external FTEs available to the Agency to assist primarily in the execution of technical tasks relating to the operational management of the systems.

As required by Article 68.4 of the Agency's Financial Regulation (005-2013), the SPD serves as financing decision for operational expenditure. Some administrative budget activities consuming budget are however included in the SPD for reference, due to their project nature.

49As this document is covering the activities only in 2017 and is intended for the planning needs of 2017, this Annex contains only the activities for the relevant year.

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
VIS/BMS expenditures						
<i>Project activities</i>						
BMS database increase	3.1	€8,800,000.00	<p>As to ensure VIS and BMS are improved and evolved to adapt to required business needs and legislative changes, the database capacity of BMS needs to be increased. In case the activity is not endorsed, eu-LISA will not be able to guarantee adequate BMS capacity, which may result in critical technical resources shortage. According to analysis and projection in March 2018 is the point in time when the available capacity to host 60 million records is required. The activity therefore aims at increasing BMS data storage capacity to avoid any shortage. It is organized in two steps: in a first step the BMS pre-production environment is updated in order to qualify the capacity upgrade before releasing the changes in production; in a second step the BMS production environment is upgraded accordingly next to changes validation in testing environment where the upscaling is foreseen to be from 60M to 100M based on Council statistics.</p> <p>For this purposes acquisition of fine-tuning of hardware, software and associated consultancy to implement the services is required.</p>	2.1.22	YES	2019
Implementation of VIS/BMS end-to-end	2.1	€5,800,000.00	<p>Currently, VIS and BMS do share neither end-to-end testing strategy nor tools. This situation prevents to have consistent transversal test campaign. In addition, current</p>	2.1.23	YES	2019

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
testing platform			<p>tools demonstrated their limits and lack of adaptability as they were based on custom solution built by former main development contractor.</p> <p>The expenditure is required to supply and/or contract the necessary services and items to assure sufficient VIS/BMS applications testing. Therefore, this action aims at defining and implementing a flexible end-to-end VIS/BMS testing solution based on COTS and industry standards, covering functional and non-functional aspects.</p> <p>In addition, it includes the definition and implementation of a global and representative VIS/BMS test database, unlike to the current situation where two VIS and BMS databases coexist.</p> <p>Additionally to the problems and limitations highlighted in regards to the current custom test tools, the advantages of a standardized and flexible test tool with automations will bring the following benefits:</p> <ul style="list-style-type: none"> - no dependency on a deprecated and proprietary solution (which is expensive and inefficient in terms of evolution, maintenance and support); - a significant amount of foreseen evolutions target capacity and performance improvements, allowing the reuse of the same set of automated tests; - manual testing can be mundane, error-prone 			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			<p>and therefore become exasperating. Test automation allows the test execution with very limited user interaction while guaranteeing repeatability and accuracy. eu-LISA staff will have more capacity to continuously improve the qualification process instead of concentrating a lot of efforts to re-execute the existing test scenarios;</p> <ul style="list-style-type: none"> - with automated test cases eu-LISA would be able to run thorough test campaigns for smaller changes (such as corrective/adaptive maintenance) thus ensuring continuous and better quality assurance of the system; - documentation and reporting will be automatically generated; - external manpower support and availability is increased when standardised test tools are used. <p>The implementation of the activity will be a significant step towards testing industrialisation and automation as well as towards flexibility and improved testing reporting. It will drastically reduce time, increase efficiency, reduce costs and represent less involvement of Contractor for the qualification of further evolutions.</p>			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Tuning of BMS transactional throughput	1.6	€2,250,000.00	<p>As to ensure VIS and BMS are improved and evolved to adapt to business needs, a fine tuning of the BMS transactional distribution is carried out for the amount of 3,000,000.00€.</p> <p>This activity is focused on improving BMS front-end configuration in order to align VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources. This activity is inter-related with the tuning of VIS Transactional Throughput and includes:</p> <ul style="list-style-type: none"> - an assessment of the system utilization after the completion of the VIS global rollout and recommendations for the required transactional tuning (BMS part); - additional HW, maintenance and COTS licence costs (for all Production and non-Production BMS environments); - additional Morpho licence costs (for all Production and non-Production BMS environments); - service costs for the implementation (for all Production and non-Production BMS environments) and update of the entire documentation; - service costs for the qualification of the changes on all the environments (including end-to-end VIS-BMS performance tests). <p>Evolution consolidation as carried out with this activity will bring an added value of system to</p>	2.1.19	YES	2019

Activities	DIREC T FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			<p>the MS by aligning and optimising the VIS and BMS capacity end-to-end.</p> <p>Since the current capacity of BMS was mostly calculated on the basis of forecasts, after the end of VIS Global Rollout an assessment has to be conducted to check if BMS computational resources are fully aligned with VIS and sharpened to meet Member States' needs. Without such an evolution, computational resources will stay over or under scaled compared to the real needs.</p> <p>In 2014 & 2015, eu-LISA had to perform major evolutions of the BMS, fully resigning its architecture, changing core components, in order to introduce scalability and be able to increase its capacity efficiently supporting the VIS worldwide rollout. As a follow-up, the BMS will have to further evolve. In 2017, one of the main outstanding aspect to be addressed is the transactional distribution of the system which is not aligned with the VIS (and the MS), preventing MS from properly using the central system. Some of the BMS available resources for certain type of transactions are not available to MS (i.e. VIS is a bottleneck with less transactional capacity thus preventing MS to use available BMS capacity), for other operations, BMS is a bottleneck (i.e. the VIS is able to process more than BMS can). This activity aims at refining and aligning the BMS with the VIS</p>			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			transactional distribution, which would have been previously aligned with MS use of the central system. Some limited performance optimisations could also be considered (e.g. for newly identified business critical processes such as the processing and issuance of visa requests at borders) depending on specific requirements to be clarified with MS once the system is used at borders for this purpose.			
Tuning of VIS transactional throughput	1.6	€3,250,000.00	<p>The actual use of VIS by MS next to worldwide rollout finalisation will need adaptation and tuning of VIS as transactional processing configuration relies on assumptions and analysis made by Commission (based on MS' inputs before entry into operation in 2011).</p> <p>As to ensure VIS and BMS are improved and evolved to adapt to business needs and legislative changes, a fine tuning of the VIS transactional distribution is carried out.</p> <p>The activity is focused on improving VIS front-end configuration in order to align VIS transactional distribution with actual use of VIS central system and therefore optimize the use of technical resources.</p> <p>This activity is focused on improving VIS front-end configuration in order to align VIS transactional distribution with actual use of Member States National systems and therefore optimize the use of technical resources. This activity is inter-related with the tuning of BMS Transactional Throughput and includes:</p>	2.1.21	YES	2019

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			<p>- an assessment of the system utilization after the completion of the VIS global rollout and recommendations for the required transactional tuning (VIS part);</p> <p>- additional HW, maintenance and COTS licence costs (for all Production and non-Production BMS environments);</p> <p>- service costs for the implementation (for all Production and non-Production BMS environments) and update of the entire documentation;</p> <p>- service costs for the qualification of the changes on all the environments (including end-to-end VIS-BMS performance tests).</p> <p>Evolution consolidation as carried out with this activity will bring an added value of system to the MS by aligning and optimising the VIS and BMS capacity end-to-end. Since the current capacity of VIS was mostly calculated on the basis of forecasts, after the end of VIS Global Rollout an assessment has to be conducted to check if VIS computational resources are sharpened to meet Member States' needs. Without such an evolution, computational resources will stay over or under scaled compared to the real needs.</p>			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Data Warehouse implementation to improve automated reporting and statistics generation	1.5	€905,000.00	<p>Implementation of the data warehouse will aim initially to establish of the technical platform and automation of regular daily, weekly and monthly technical reports for functioning of SIS II, VIS and EURODAC. Depending on the result of the work of the High Level Expert Group on interoperability and evolution of legal instruments governing the systems under management of eu-LISA capabilities of the platform might be further used for data quality monitoring and implementation of various statistical and analytical reports. The expenditure is needed to undertake the DWH Software development, more specifically to deliver:</p> <ul style="list-style-type: none"> – Documented standard report Data Warehouse specific functional requirements; –logical /physical data model; –ETL design document; - Implementation of the VIS-BMS Data Warehouse; - Test of the VIS-BMS Data Warehouse; - Deployment of the VIS-BMS Data Warehouse; <p>The expenditure includes all the related and necessary consultancy support and hardware</p>	2.1.33	YES	2018
<i>Total project VIS/BMS expenditures</i>	9.9	€21,005,000.00				
<i>Day-to-day activities</i>						

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Carrying out VIS/BMS test services	2		N/A	2.1.10	N/A	
Operational management of BMS	2.1	€6,000,000.00	<p>As to maintain BMS in optimal working order and to assign required maintenance activities, the activity is required to perform combined operational management and maintenance activities including continued provision of 24/7 application management services, adaptive and corrective maintenance, supervision of maintenance and MS user assistance, including patching, release management and change management to the system.</p> <p>The activity should ensure that the BMS provides the required service to MS in the necessary quality without interruptions. In 2015 and 2016, BMS has been undergoing major capacity improvements which have an impact on the operational management costs as for example:</p> <ul style="list-style-type: none"> - BMS 2.1, increasing transactional throughput capacity up to 250% on synchronous and 650% on asynchronous channels. In addition, eu-LISA improved all non-Production environments - BMS 2.2, increasing Data Base capacity from 24M to 60M records. In addition, eu-LISA upscaled in 2016 the pre-Production environment throughput and Data Base capacity to 40% of the Production capacity. 	2.1.5	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			- Other major changes in BMS, such as implementation of a new Backup and Archive solutions, terminal servers. These evolutions have impacted the cost of maintenance, support, licences and additional resources.			

Operational management of VIS	3.6	€7,500,000.00	<p>As to maintain VIS in optimal working order and to assign required maintenance activities, the activity is required to perform combined operational management and maintenance activities including continued provision of 24/7 application management services, adaptive and corrective maintenance, supervision of maintenance and MS user assistance, including patching, release management and change management to the system. The activity should ensure that the VIS provides the required service to MS in the necessary quality without interruption</p> <p>Since 2013, VIS has undergone many major capacity and structural evolutions, which had a significant impact on the operational management costs, for example:</p> <ul style="list-style-type: none"> - VIS Evolution, increasing transactional throughput capacity from 60.000 transactions per hour to 450.000 transactions per hour. In addition, eu-LISA kept aligned the VIS Pre-Production to the capacity of Production environment. - VIS Database Increase, increasing Production and Pre-Production Data Base capacity from 40M to 100M records. - Other major changes, such as implementation of a new search engine, terminal servers. <p>These evolutions have affected the cost of maintenance, support, licences and additional resources.</p>	2.1.4	N/A	
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Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
<i>Total day-to-day expenditure</i>	7.7	€13,500,000.00				
Total for VIS/BMS	17.6	€34,505,000.00				
EURODAC expenditure						
<i>Project activities</i>						
Implementation of EURODAC evolutions (network migration)	1	€190,000.00	As to maintain EURODAC in optimal working order and to further improve the work of the system, the activity is required for the network provider to migrate to the dedicated network infrastructure (following Art. 3 RECAST Reg. 603/2013). It includes also a small adaptation and adjustments after the RECAST implementation.	2.1.24	NO	
Implementation of EURODAC evolutions (capacity upgrade)	1.5	€900,000.00	The activity is required for a dedicated increase and aligns the system capacity with the business needs. Specifically, this will include a capacity upgrade of the number of records stored in the central system. Capacity evolutions planned for implementation during 2016 will allow reaching a capacity of 7,000,000 records in the database. Regular capacity activities are on-going with Member States indicating that an additional capacity upgrade will be needed in 2017. This upgrade would target potentially memory, storage and boards. The estimate has been based on previous recent upgrades.	2.1.25	NO	
EURODAC Reform functional	1.1	€10,830,000.00	Upon approval of the legal proposal currently under discussion (EURODAC Reform), this activity includes the required functional updates	2.1.26	YES	2020

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
changes and capacity upgrade (to be executed under the condition that the relevant legislation is adopted)			and evolutions of EUODAC foreseen in the proposal, as well as to size the system appropriately to handle the increased number of transactions stemming from the new functionalities (throughput increase and capacity upgrades).			
Development of new system for the Dublin Allocation mechanism (to be executed under the condition that the Dublin IV proposal is adopted)	1.1	€1,750,000.00	In the new Dublin IV legal proposal that is currently under discussion, the creation of a new system for the automatic allocation mechanism follow-up is foreseen. This system will be used to control the re-distribution of asylum applicants across EU, based on the Reference key established by the legal proposal. eu-LISA will develop and operate the new system, upon adoption of the legislation by the co-legislators.	2.1.27	YES	2020
<i>Total expenditure</i>	4.7	€13,670,000.00				
<i>Day-to-day activities</i>						
Carrying out EUODAC test services for Member States	1		N/A			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Operational management of EURODAC	3.5	€5,400,000.00	As to ensure that the EURODAC system operates as required, MS receive a reliable service of the EURODAC system and that conformity to the EURODAC SLA is reached, the activity is necessary for the operational management of EURODAC: the expenditure includes e.g. the continued provision of 24/7 application management services, adaptive and corrective maintenance, the supervision of maintenance and MS user assistance, as well as patching, release management and change management. The services will be arranged by awarding a new MWO contract.	2.1.3	N/A	
DubliNet Integration - Operational management (to be executed under the condition that the EURODAC recast proposal is adopted)	0.5	€500,000.00	In the EURODAC Recast proposal, currently under discussion, it is foreseen that eu-LISA assumes full operational of DubliNet. The aim of this activity is to align the operational model of DubliNet with this of the other systems and to ensure the needed support model for MS (PKI services, operational and contractual support, necessary evolutions etc.).	2.1.28	N/A	
<i>Total expenditure</i>	5	€5,900,000.00				
Total for EURODAC	9.7	€19,570,000.00				
SIS II expenditure						

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
<i>Project activities</i>						
Delivery of the AFIS solution for SIS II	4		The implementation of AFIS into SIS II will introduce "search of fingerprints" functionalities after properly considering the existing capabilities with an advanced solution. The AFIS implementation project is foreseen by the legal basis (ART 22. C of Council Decision 2007/533/JHA).	2.1.18	YES	2018
Finalisation of the project to increase the SIS II capacity/performance system/fine-tune functionalities	2.25	€1,705,000.00	The queries and capacity being increased during 2016, this multiannual project has to be finalised by providing the necessary fine-tuning of the system. In order to ensure the correct function of the system in the coming years (estimated until beginning of 2020), The capacity increase from 70 million records to minimum 100 million records, will be fine-tuned with small implementations as needed. Budget corresponds to 3 small optimization implementations	2.1.16	YES	2017
SISII central system aligned to new/changed user demand	1.0		N/A	2.1.17	NO	
Operational management of SISII (transition for the new SISII MWO)	1	€500,000.00	Taking into consideration that a new MWO will be signed, it is necessary to assure smooth transfer from the one contract to the other due to the complexity of the managing of the SISII. This will cover transitions and set-up activities required for the new SIS II MWO contract to	2.1.7	YES	2018

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			ensure continuous provision of 24/7 application management services, supervision of maintenance including patching, release management and change management. The current estimates consider that bidder will bear partially the costs but having costs of different nature (knowledge transfer, setup, etc.) it is estimated that a small part of the costs will have to be covered by eu-LISA. This is related also to the fact that acceptance of the transition is a requirement for the activation of operational and long-term work packages so there is the possibility that after the transition the selected bidder could suffer a serious financial impact if it bears 100% of the costs. Competition could be impacted if we force bidders to bear 100% of the transition costs.			
Study on SISII interoperability with other large-scale IT systems (the implementation of this activity depends on the results of the work of the HLEG)	0.50	€300,000.00	Standard study for large-scale IT systems	2.1.19	NO	
<i>Total expenditure</i>	8.75	€2,505,000.00				

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
<i>Day-to-day activities</i>						
Carrying out SIS II test services for Member States	0.4	€230,000.00	The expenditure is required to supply and/or contract the necessary services and items to assure the test services are provided to MS (environments set-up, test scenario design, test execution or consultancy) based on demand.	2.1.8	N/A	
Operational management of SISII	3.5	€4,090,000.00	As to ensure that the SIS II operates as required, MS receive a reliable service of the SIS II and that conformity to the SIS II SLA is reached, the activity is necessary for the operational management of SIS II: the expenditure includes e.g. the continued provision of 24/7 application management services, adaptive and corrective maintenance, the supervision of maintenance and MS user assistance, as well as patching, release management and change management.	2.1.6	N/A	
<i>Total expenditure</i>	3.9	€4,320,000.00				
Total for SIS II	12.65	€6,825,000.00				
Entry/Exit System						
<i>Project Activities</i>						
Development of the EES	14	€54,520,000.00	The budget is foreseen for development and project management, software and hardware supply, administration, network development, meetings and trainings.	2.1.32	YES	2020

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Total for Entry/Exit System	14	€54,520,000.00				
Network - expenditures						
<i>Project activities</i>						
Conducting unified network study	1.5	€510,400.00	The existing communication infrastructure for core business systems is implemented in a way that each business system has its own communication infrastructure. This approach results in many cases to duplication of the services to Member States and Central sites which leads to a higher amount of the communication infrastructure access points, higher complexity of the communication infrastructure and lower flexibility. To address these weaknesses of the current design of the communication infrastructure and to identify possible improvements a study should be executed. The implementation includes a study and project support.	2.1.30	NO	
TESTA-ng VIS 2nd encryption layer implementation	5.4		N/A	2.1.29	YES	2018

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Introduction of Advanced Network Statistics (study and test stage)	2.2	€100,000.00	The existing eu-LISA means for the monitoring of the performance and availability of the communication infrastructure are very limited and not allowing assessment and validation of the real performance of the communication infrastructure. For this reason an advanced network statistics system (1st part) shall be implemented to allow eu-LISA measuring and evaluating real performance of the communication infrastructure used by all core business systems (to be finally achieved in 2019 after completion). The expenditure is required for receiving consultancy for the study, the later purchase of network equipment, software licences and integration/implementation services.	2.2.1	YES	2019
<i>Total expenditure</i>	<i>9.1</i>	<i>€610,400.00</i>				
<i>Day-to-day activities</i>						
Assure uninterrupted and high quality operations of the CBS	17		N/A	2.1.1	N/A	
Level 2 management of the IT	6		N/A	2.1.2	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
infrastructure of the CBS						
Operate, manage and maintain the backup data centre and backup operational site in St. Johann / Pongau, AT	0.5	€825,000.00	To assure uninterrupted and high quality 24/7 level 1 operations/management of CBS and the underlying infrastructure in case needed, this activity is required to enable the backup data centre for providing the possibility to cover 24/ 7 daily operations of IT Infrastructure of CBS, including operational management, release and change management, incident and problem management and resolution, maintenance activities and facilitation of projects execution.	2.1.14	N/A	
Total expenditure	23.5	€825,000.00				
Total for Networks	32.6	€1,435,400.00				
Other activities related to CBS, Infrastructure and Operations						
Implementation of the 2nd phase of shared backup services (after phase 1 completion in 2016)	1.3	€2,120,000.00	Independently from the Common shared service implementation, a related backup implementation activity is required to rationalise, from a financial and a technical resource point of view, eu-LISA's datacentre infrastructure management: a centralised backup infrastructure will accommodate all CBS capacity needs in a more efficient and effective way and will also optimise eu-LISA's backup management procedures. The aim is to implement horizontally in two phases due to budget constraints, the backup feature that is	2.1.12	YES	2017

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			<p>currently deployed in an isolated (“silo”) approach in all CBS.</p> <p>The 1st phase (Not covered by the Framework Contract for Common Shared Infrastructure foreseen to be in place only by the end of 2016) will be implemented in 2016 It will include the implementation of a new basic scalable shared data backup infrastructure with limited capacity. This 2nd phase tackles the part that will not be implemented in the 1st phase, due to budget limitations. It will include the implementation of capacity calibration and software integration. However, this implementation will not include interconnection of CBS with the shared services platform. This interconnection will be addressed in each CBS’s Maintenance in Working Order (MWO) contract, as an evolution.</p> <p>To finalise the 2nd phase of this project it is necessary to assure funding for:</p> <ul style="list-style-type: none"> - purchase of backup infrastructure (2nd phase); - SW licences; - integration / implementation services. 			
Implementation of the 2nd phase of shared services (after phase 1 completion in 2016)	2	€2,915,900.00	As to rationalise, from a financial and a technical resource point of view, eu-LISA’s datacentre infrastructure management, CSS platform shall be put into service. It should lead to significantly reducing the amount of different types of technical implementations as well as isolated (“silo”) approach in all Core Business Systems (CBS). This implementation will not include	2.1.13	YES	2019

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			<p>interconnection of CBS with the shared services platform. This interconnection will be addressed in each CBS's Maintenance in Working Order (MWO) contract, as an evolution. The expenditure covers:</p> <ul style="list-style-type: none"> - Purchase of ground infrastructure for shared services; - SW licences- integration/ implementation of 1st pack of shared services; - Maintenance 24/7; <p>For informational purposes, the current state of play regarding Common Shared Services Infrastructure is the following:</p> <ul style="list-style-type: none"> • A study on Common Shared Services has been successfully completed in September 2015 • Moreover, quick win implementation (1st phase of CSS implementation) has been already started in 2015, and expected to be completed by mid-2016, covering one Core Shared Service and its dependent sub services, namely external access to Service Manager 9 ITSM tool for contractors. <p>Based on CSSS results, a framework contract for the Common Shared Infrastructure implementation is foreseen to be in place by end of 2016. In the context of this FwC, eu-LISA foresees the implementation of the described activities.</p>			

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Definition and implementation of a maturity assessment model for the Agency	2.2	€270,000.00	The resources are required as to conduct a study and to assure related project support as to define and implement a maturity assessment model for the Agency(similar to the ones based on CMMI)	2.2.5	YES	2018
Advanced reporting tool (study and validation)	2.2	€300,000.00	In order to fully comply with industry standards for IT Service Management (ITSM/ITIL) the Agency's operational model needs to be enhanced and evolved. Hence, after defining the SLAs (that specify mechanisms for performance monitoring and reporting to ensure that the service levels are met and maintained over the contract terms) and the KPIs (that measure and control the performance of given processes), the implementation of an advanced reporting tool that will properly enable the Agency's processes' and systems' measurement and evaluation has to be initiated. The project will have 2 phases: study (analysis) and validation/ implementation. The expenditure is required for receiving consultancy for the study, the later purchase of network equipment and integration/implementation services.	2.2.2	NO	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Establishing the technical design and implementation of the core business systems network test platform	2	€150,000.00	The expenditure is required for receiving consultancy for the study, the later purchase of hardware equipment, software licences and integration/implementation services.	2.1.31	YES	2020
Enhance intake, the deliveries and the capabilities of operations by alignment of the services changes	2.5		N/A	2.1.11	N/A	
Continuous improvement of eu-LISA process and service model based on ITIL Best Practice and the integrated ITSM tool	1.5	€150,000.00	This activity will mainly focus on enhancing the process integration of eu-LISA in the framework of ITSM in order to better serve stakeholders and reach higher levels of process maturity.	2.2.7	N/A	
Project Portfolio Management	1	€90,000.00	The expenditure is necessary to further development of the project management processes and the evolution of the tools	2.2.8	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
-processes streamlined for an efficient delivery. Further evolution of the MSP platform with integrated planning, resources allocation and dependencies across projects			supporting the project planning and execution tracking			
Management of unplanned changes to the CBS	2	€200,000.00	Historical data shows that the average cost of an unplanned change is about 50000 euro and a minimum of 4 unplanned changes to the systems are require per year.	2.1.15	N/A	
<i>Total expenditure</i>	<i>16.7</i>	<i>€6,195,900.00</i>				
<i>Systems training expenditure</i>						

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Implementation of activities as listed in the Annual Training Action Plan for Member States	2	€500,000.00	<p>Following its legal obligations from the establishing regulation, eu-LISA organizes and provides training on the technical use of the large scale IT systems to experts from Member States (National IT operators, SIRENE, Schengen evaluators).</p> <p>With the amount required the Agency covers all costs related to preparation of general training materials and training delivery (e.g. trainer fees) as well as all costs related to expenses of trainees to attend the courses (e.g. accommodation, flights).</p> <p>Costs for creation of e-Learning materials and management of the eu-LISA learning management system are covered from this amount. It also covers all costs related to preparation and delivery of specific technical training materials (e.g. preparatory work of trainer on training materials, trainer fees).</p> <p>Finally, all cooperation activities with MS, JHA Agencies and eu-LISA Network of national contact points (NCP) for training related matters are covered from this amount as well</p>	2.1.36	N/A	
<i>Total expenditure</i>	2	€500,000.00				
<i>Technology monitoring expenditure</i>						

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Implementation of activities as listed in the Annual Research and Monitoring of Technology Roadmap	1	€40,000.00	The expenses are necessary to hire the required support to implement the Annual Research and Monitoring of Technology Roadmap.	2.2.9	N/A	
<i>Total expenditure</i>	1	€40,000.00				
<i>Security expenses</i>						
Implementation of an EU-Restricted information exchange system	0.2	€100,000.00	This is required to handle EU-restricted information in a secure and accredited manner and to exchange EU-restricted information with JHA agencies and Commission.	2.1.38	YES	2018
Implementation of centralized business continuity management platform software	0.2	€10,000.00	To ensure the resilience of core business processes and systems to disaster, business continuity management platform software will be needed. This envisages the installation and putting into operation of a server-based software platform.	2.1.40	NO	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Implementation of SIEM on the CBS	0.4	€400,000.00	To successfully manage security information and events, the activity will be needed to implement the SIEM on the CBS. This will cover the developing of the security monitoring processes and the implementation of the SIEM infrastructure (with included hardware and software).	2.1.34	YES	2019
Implementation of Technical Security Control Architecture Roadmap	0.2	€400,000.00	As to protect the Agency's systems from emerging threats through adaptive technical security architecture and to provide assurance that the Agency's core business systems will effectively protect the information they handle and will function as they need to, a set of technical controls shall be implemented as foreseen in the Technical Security Control Architecture Roadmap.	2.1.41	YES	2019
Operate and improve the Security & Continuity Management System Framework	8	€350,000.00	The expenditure is necessary for the operating and improving the Security & Continuity Management System Framework (e.g. audit of the SMS; annual external security assessment; business continuity exercising and testing; licence renewals; and maintenance of physical security measures).	2.1.37	N/A	
Providing physical security for eu-LISA	0.4	€1,200,000.00	As to assure providing physical security to eu-LISA the expenditure is necessary to organise required security services. The amount is necessary to finalise the current contract (which is planned to expire in mid-2017, subject to a new call for tender) and to assure that 24/7 physical security is provided to both new sites in Tallinn (starting from Q4 2017) and Strasbourg	2.1.39	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			(during the whole year 2017 for the new building construction).			
Full business continuity and disaster recovery exercise	1		N/A	2.1.42	NO	
<i>Total expenditure</i>	<i>10.4</i>	<i>€2,460,000.00</i>				
<i>Administration and support</i>						
Establishment of corporate and other services in the new building in Tallinn	0.5	€120,000.00	The expenditure is required to supply and/or contract the necessary services and items for establishing of corporate and other services (e.g. refurbishment, catering, meeting, cleaning, waste disposal, supplies, post, logistics) in the new building in Tallinn.	2.4.11	YES	2018
Further implementation of electronic document management system	0.2	€160,000.00	With regard to the electronic document management system, the amount envisaged foresees to cover the licencing costs for one year (for staff members and external collaborators) and provision for new solution packages designated for the improvement and customisation of the system.	2.4.17	NO	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Improvement of the network, system and security architecture of the Agency for corporate use	1.4	€ 860,000.00	As to improve the network, system and security architecture of the Agency for corporate use, the costs of this activity will cover the foreseen hardware for the solutions, the provision of the implementation and installation services on the part of the supplier and expenses for guarantees and required maintenance.	2.4.15	YES	2018
Further development of intranet and extranet platforms	1.4	€560,000.00	For the further development of intranet and extranet platform, the costs of this activity will cover the foreseen hardware for extended scalability, the provision of the implementation and installation services on the part of the supplier and expenses for guarantees and required maintenance. There major part of the amount will be invested in tailor-made solutions keen on improving the capabilities of the platform.	2.4.14	YES	2018
Providing and enhancing corporate IT services as well as the required maintenance to facilitate and support eu-LISA staff	1.5	€520,000.00	Provision of IT supplies in relation to everyday business needs (workstations, phones, peripherals) and respective guarantees and maintenance. Solutions for the improvement of the service delivery of the corporate IT service desk as regards monitoring, incident and problem resolution and business continuity.	2.4.16	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Relocation from old to new premises in Strasbourg	0.1	€20,000.00	The cost of this activity will cover the necessary services to relocate from current office building in Strasbourg to the new building.	2.4.13	NO	
Relocation from old to new premises in Tallinn	0.7	€250,000.00	The expenditure is required to supply and/or contract the necessary services and items for the reallocation from old to new premises in Tallinn	2.4.12	YES	2018
Carrying several data protection awareness sessions	0.5		N/A	2.2.3	N/A	
Hosting the DPO Network meeting	0.1	€14,000.00	The expenditure is required to supply and/or contract the necessary services and items for hosting the DPO Network meeting.	2.2.6	NO	
Monitor closely the notification of processing operations	0.4		N/A	2.2.4	N/A	
Execution of the Procurement and Acquisition Plan	4		N/A	2.4.1	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Improve budgetary planning and implementation accuracy in the 2017 budget	1		N/A	2.4.9	N/A	
Timely delivery of services related to budgetary, procurement and financial management	7.7		N/A	2.4.10	N/A	
Transfer paper-based workflows to electronic workflows based on corporate IT infrastructure	0.3	€50,000.00	With regards to the foreseen transfer of paper-based workflows to electronic workflows, based on corporate IT infrastructure, the activity covers procurement of consultancy on functional and technical design, and technical set-up in the Corporate IT workflow management	2.4.8	NO	
Annual planning and reporting	0.8	€40,000.00	External support will be needed to help eu-LISA with maintaining the system of the KPIs	2.4.6	N/A	
Review and update of eu-LISA's long term strategy	0.2	€20,000.00	External support will be needed to help eu-LISA moderate the process and provide guidance	2.4.7	NO	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Conclude and implement Working Arrangements and Annual Cooperation Plans in relevant subject matter areas with EU Agencies	1		N/A	2.3.3	N/A	
Deliver effective and efficient event management of eu-LISA's annual large-scale awareness event/conference for stakeholders on 2017 key topics	0.4	€60,000.00	The expenditure is required to supply and/or contract the necessary services and items for coordinating effective and efficient event management of eu-LISA's annual large-scale awareness event/conference for stakeholders on 2017 key topics.	2.4.29	N/A	
Timely administrative support for the Advisory Groups	1.2	€420,000.00	The resources are needed for: organising 4 statutory meetings per AG (travel expenses, meals); other expenses related to the activity of AG members covered according to the eu-LISA Rules of Procedure.	2.4.5	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Timely administrative support for the Management Board	0.8	€360,000.00	The resources are needed for: organising 2 statutory meetings (accommodation, travel expenses, meals); other expenses related to the activity of MB members covered according to the eu-LISA Rules of Procedure	2.4.4	N/A	
Implementation of a tailored quality management system according to eu-LISA needs	0.6	€60,000.00	The expenditure is necessary to cover the expenses required for consultancy in the framework of establishing a quality management system.	2.4.3	N/A	
Implementation of activities as listed in the Annual Internal Communication Action Plan	1.3	€40,000.00	This is to raise the effectiveness of the internal communication process potentially leading to better understanding by the staff of the management decisions	2.4.31	N/A	
Implementation of activities as listed in the External Communication Action Plan	1.8	€1,233,000.00	The expenditure is required for: publication and translation of documents (extension of official languages resulting in translations becoming more expensive - it is foreseen that Gaelic is to be added); implementation of the integrated communication campaign on the systems (especially SISI II campaign) and new tasks of eu-LISA, events management; implementation of the social media strategy; visibility events; media	2.4.30	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
			outreach actions, new building promotion campaign, possible; and website upgrade			
Implementation of activities as listed in the Stakeholder Management Action Plan	0.8		N/A	2.3.1	N/A	
Planning and coordination of the Agency's participation as an observer in the Schengen Evaluation missions	0.8		N/A	2.3.2	N/A	
Production of technical, operational and statistical reports	1		N/A	2.1.35	N/A	
Review of Corporate Governance Model	0.3		N/A	2.4.2	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
360 degree evaluation implementation in Agency	0.5	€40,000.00	As to implement the 360 degree evaluation, the resources are required to hire professional consultants-coaches and linking them with the willing staff members to bridge the gaps identified via the 360 exercise. This exercise will serve as a prototype for the eu-LISA's coaching programme to be developed in 2018.	2.4.22	N/A	
Appraisal, reclassification and work contracts extension of staff	0.5		N/A	2.4.21	N/A	
Creation of eu-LISA e-library	0.5	€25,000.00	The resources are required for the outsourced designer/layout services for production of the visuals and educational video tutorial of the library.	2.4.26	NO	
Development of a Health and Safety policy document and implementation of a related horizontal activities roadmap	0.5	€50,000.00	The resources are required outsourced consultant/s to assist HRTU in developing comprehensive Health and Safety policy of eu-LISA, including the KPIs that are certify-able and recognised by European Labour standards and the OSHA Agency, focussing on the OSH policy implementation in the work environment.	2.4.23	NO	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Learning and development for the soft, administrative and managerial skills	0.5	€400,000.00	The expenditure is necessary to cover learning and development activities on soft, administrative and managerial skills related to the development of eu-LISA statutory staff carried out on the basis of annual Training Needs analysis, appraisal and reclassification reports as well as the feedback received from the Heads of Departments/Units/Sectors of the Agency regarding the corporate developmental needs and evaluation of the training satisfaction reports.	2.4.25	N/A	
Learning and development of technical skills for the management of IT systems	0.5	€250,000.00	Training activities for the eu-LISA statutory staff on technical skills carried out for the functioning of the Agency's core systems on the basis of annual Training Needs analysis, appraisal and reclassification reports as well as the feedback received from the Heads of Departments/Units/Sectors of the Agency regarding the management of IT systems.	2.4.24	N/A	
Leave and work time management	1.5		N/A	2.4.19	N/A	
Payroll and entitlements administration processing	1.5		N/A	2.4.18	N/A	
Recruitment and replacement of staff	0.5		N/A	2.4.20	N/A	

Activities	DIRECT FTEs	Budget resources year n	Explanation and justification for the expenditure	Activity section reference	Multi-annual project (YES/NO)	Year of completion
Certify IAC's Activity	0.1	€15,000.00	The expenditure is required to supply and/or contract the necessary services and items to implement the Quality Assurance and Improvement Program	2.4.28	N/A	
Implementation of activities as listed in the Annual Internal Audit Plan	0.9	€13,000.00	The expenditure is required to supply and/or contract the necessary services and items for the implementation of activities as listed in the Annual Internal Audit Plan	2.4.27	N/A	
<i>Total expenditure</i>	<i>38.3</i>	<i>€5,580,000.00</i>				
Overall figures	154.95	€131,631,300.00	-	-		

Annex II: Human and Financial Resources 2017-2019

Table 1 – Expenditure

Expenditure	2016		2017	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	15,241,848.00	15,241,848.00	16,133,700.00	16,133,700.00
Title 2	11,372,000.00	11,372,000.00	8,382,400.00	8,382,400.00
Title 3	55,654,101.00	55,654,10.00	128,818,100.00	128,818,100.00
Total expenditure	82,267,949.00	82,267,949.00	153,334,200.00	153,334,200.00

*) voted appropriations as adopted by Management Board

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017 / 2016	Envisaged in 2018	Envisaged 2019
			Agency request	Budget Forecast			
Title 1	12,974,376.17	15,241,848.00	16,133,700.00		1.06	17,365,000.00	18,153,000.00
Staff Expenditure							
11 Salaries & allowances	11,799,586.46	13,860,848.00	14,633,210.00		1.06	16,101,000.00	16,833,000.00
- of which establishment plan posts	10,822,279.81	12,497,000.00	12,512,809.54		1.00	13,616,000.00	14,092,000.00
- of which external personnel	977,306.65	1,363,848.00	2,120,400.46		1.55	2,485,000.00	2,741,000.00
12 Expenditure relating to Staff recruitment	25,249.00	35,000.00	122,250.00		3.49	103,000.00	108,000.00
13 Mission expenses	300,000.00	300,000.00	330,000.00		1.10	278,000.00	290,000.00
14 Socio-medical infrastructure	427,264.34	646,000.00	602,740.00		0.93	508,000.00	530,000.00
15 Training	422,276.37	400,000.00	445,500.00		1.11	375,000.00	392,000.00
Title 2	18,254,187.52	11,372,000.00	8,382,400.00		0.74	11,008,000.00	10,877,000.00
Infrastructure and operating expenditure							
<u>20 Rental of buildings and associated costs</u>	13,761,369.41	4,985,000.00	1,412,500.00		0.28	1,896,000.00	1,929,000.00
21 Information and communication technology	1,725,200.87	1,550,000.00	1,500,000.00		0.97	1,961,000.00	1,847,000.00
22 Movable property and associated costs	46,560.92	200,000.00	420,000.00		2.10	549,000.00	497,000.00
23 Current administrative expenditure	232,761.61	385,000.00	345,000.00		0.90	453,000.00	426,000.00
24 Postage / Telecommunications	28,500.00	35,000.00	30,000.00		0.86	39,000.00	37,000.00
25 Meeting expenses	226,219.20	280,000.00	491,900.00		1.76	642,000.00	611,000.00

26 Information and Publications	460,120.50	400,000.00	1,233,000.00		3.08	1,612,000.00	1,542,000.00
27 External Support Services	1,016,234.86	2,567,000.00	1,650,000.00		0.64	2,157,000.00	2,213,000.00
28 Security	757,220.15	970,000.00	1,300,000.00		1.34	1,699,000.00	1,775,000.00
Title 3	39,095,805.45	55,654,101.00	128,818,100.00		2.31	169,010,660.00	226,107,710.00
Operational expenditure							
Share System Infrastructure	962,913.37	7,032,000.00	8,701,300.00		1.24	12,475,950.00	9,646,000.00
SIS II	2,164,747.20	10,708,931.00	6,825,000.00		0.64	30,772,710.00	9,157,710.00
VIS	24,156,158.69	30,882,134.00	34,505,000.00		1.12	24,554,000.00	38,978,000.00
EDAC	5,630,822.44	3,204,884.00	19,570,000.00		6.11	15,678,000.00	8,560,000.00
Entry / Exit System			54,520,000.00			57,463,000.00	144,143,000.00
External Support Services related to Core Systems	1,921,954.43	2,546,152.00	3,518,800.00		1.38	4,600,000.00	4,600,000.00
Meeting and Missions related to Core Services	510,110.00	540,000.00	428,000.00		0.79		
Training related to operations	781,605.88	740,000.00	750,000.00		1.01		
New Systems	2,967,493.44	0.00				23,467,000.00 ⁵⁰	11,023,000.00
TOTAL EXPENDITURE	70,324,369.14	82,267,949.00	153,334,200.00	0.00	1.86	197,383,660.00	255,137,710.00

51

⁵⁰ The budget under this budget line reflexes the budget for the ETIAS system

⁵¹ The total budget reflex the budget estimated by eu-LISA for the year till 2020 plus the additional tasks subject to the adoption of the respective legal basis

3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	643,800.00	2,245,949.00					
of which EFTA	643,800.00	2,245,949.00					
of which Candidate Countries							
4 OTHER CONTRIBUTIONS	3,350,423.00						
of which delegation agreement, ad hoc grants							
of which additional EU funding stemming from delegation agreements AFR Art. 6 (2)	3,350,423.00						
5 ADMINISTRATIVE OPERATIONS							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	71,256,223.00	82,267,949.00	153,334,200.00	0.00	1.29	197,383,660.00	255,137,710.00

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2013	2014	2015
Revenue actually received (+)	19,000,000.00	57,192,205.94	71,256,222.97
Payments made (-)	- 17,754,616.76	- 48,890,014.44	- 59,374,948.00
Carry-over of appropriations (-)	- 6,622,021.30	- 15,462,804.56	- 22,002,810.00
Cancellation of appropriations carried over (+)	2,627,863.24	1,690,194.29	10,690,034.00
Adjustment for carry over of assigned revenue appropriations from previous year (+)		874.84	
Exchange rate differences (+/-)	19.74	- 1,561.15	- 820.00
Adjustment for negative balance from previous year (-)		- 2,748,755.00	- 8,219,860.00
Total	- 2,748,755.08	- 8,219,860.08	- 7,652,181.03

Annex III:

The planning of the human resources during the term of this multiannual plan: 2017-2019 takes into account the approved by the Management Board posts for the new or additional tasks as regards Work Programme 2016 and Single Programming Document 2017 and the expected cuts of the staff.

Table 1 below presents the number of staff split by category and function group giving an overview of the developments in the years 2014 – 2016 and plans for the years 2017-2019. Out of the total 138 posts authorised in 2015 (120 TA posts, 12 CA posts and 6 SNE posts) at the end of the year, 3 TA posts became vacant, leaving a total of 135 posts being occupied on 31.12.2015. Relevant recruitment for the replacement of these vacancies has been initiated and will be completed in 2016.

In general, the table shows an increase of staff numbers for the new projects, the EES and the EURODAC recast while at the same time the reduction of the number of posts due to the 5% cut of posts. An increase in the total number of posts in 2016 due to the additional posts for the Contract Agents (CA) as well as the new CA posts planned for 2017 have been also reflected in the table.

The numbers presented in brackets show the short-term contract agent's posts, which were created thanks to the budgetary savings in 2014 and were fulfilling a purpose of addressing the urgent staffing needs related to the tasks performed or to replace a staff member on a leave of long duration.

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

Staff population		Actually filled as of 31.12.2014	Authorised under EU budget 2015	Actually filled as of 31.12.2015	Authorised under EU budget for year 2016	In draft budget for year 2017	Envisaged in 2018	Envisaged in 2019
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0

	AST/SC	0	0	0	0	0	0	0
TA	AD	74	75	73	74 ⁵²	88 ⁵³	87 ⁵⁴	87
	AST	45	45	44	44 ⁵⁵	43 ⁵⁶	42 ⁵⁷	42
	AST/SC	0	0	0	0	0	0	0
Total		119	120	117	118	131	129	129

52 This figure includes cut of 1 post in the context of 5% staff cuts over the period 2013-2017

53 This figure includes cut of 1 post in the context of 5% staff cuts over the period 2013-2017 and increase by 13 posts for EES and 2 posts for Eurodac recast.

54 This figure includes a cut of 1 post in the context of 5% staff cuts over the period 2013-2017.

55 This figure includes cut of 1 post in the context of 5% staff cuts over the period 2013-2017.

56 This figure includes a cut of 1 post in the context of 5% staff cuts over the period 2013-2017 and 1 post cut for the deployment pool, and increase by 1 post for the EES.

57 This figure includes a cut of 1 post in the context of 5% staff cuts over the period 2013-2017.

CA GFIV	5 ⁵⁸	6 (+2) ⁵⁹⁶⁰	8 ⁶¹ (+3) ⁶²	19 ⁶³ (+3) ⁶⁴	26 ⁶⁵	26+14 ⁶⁶	40
CA GF III	1 ⁶⁷	2	1 ⁶⁸	1 (+1) ⁶⁹	3 ⁷⁰	6 ⁷¹	6
CA GF II	0	0	0	0	0	0	0
CA GF I	0	0	0	0	0	0	0

58 This figure includes 1 post for Liaison Officer, which was upgraded from FG III to FG IV by ED Decision 03-2014 of 17.01.2014.

59 This figure includes in bracket 2 short-term posts (duration 2 years + 2 years) for Procurement Officers as per ED Decision No 32-2014 of 17.06.2014.

60 The numbers reflect the real situation. The agent was hired only in December 2015 as at that time it was expected that the legislation on the EES (Smart Border) would be available in early 2016. Reduction in the FTE was due that the departures in the HRTU in first half of 2016 made it necessary to temporarily re-allocate the tasks in the Unit.

61 This figure includes 1 post for Liaison Officer, which was upgraded from FG III to FG IV by ED Decision 03-2014 of 17.01.2014 and 1 post for HR Assistant/Recruitment Assistant for Smart Borders preparation (approved by the decision of the MB of eu-LISA of 11.04.2015).

62 This figure includes in brackets 2 short-term posts for Procurement Officers and 1 short-term post for the Administrative Officer (duration 2 years + 2 years). As in footnote No 28.

63 This figure represents 11 additional posts (8+7+4=19) in comparison to 2015: 6 posts for the Network administrators, 1 post for the Corporate Business Continuity Specialist (approved by the decision of the MB of eu-LISA of 11.04.2015) as well as 4 posts for the EURODAC that were allocated from 2016 by the decision of the Management Board of eu-LISA of 18.11.2015 based on document 2015-180.

64 The MB decisions on these CA posts were taken after the budget estimates for 2016 were made and the MSPP 2016-2018 with the staff plans for 2016. Therefore, this document reflects the changes, which occurred during the course of 2015 and 2016 and affect the planning and situation in 2016.

65 This number includes 2 additional posts for SIS II AFIS project following the MB decision No 2016-024 and 2 posts created in 2016 by the ED decision No 45-2016 (System Engineer in CSS and Policy Officer in Liaison Officer). Posts that have been funded in the past years from the savings in the budget (represented in the brackets) shall be considered for the budget allocation.

66 This figure includes 14 additional posts that are planned in the Single Programming Document 2018.

67 This figure includes an upgrade of 1 post from FG III to FG IV by ED Decision 03-2014 of 17.01.2014 as in footnote No 27.

68 Please see footnote No 47 for the upgraded post.

69 This figure includes in brackets 1 short-term post (for approximately 11 months) in order to replace a person on a long leave.

70 This figure includes one additional post created in 2016 by the ED decision No 45-2016 for the Assistant to the Head of the GCU.

71 This figure includes 3 additional posts that are planned in the Single Programming Document 2018

Total CA	6	8 (+2)	9 (+3)	20 (+4)	29	29+17 = 46	46
SNE	5	6	6	8	8	11 ⁷²	11
Structural service providers	5	0	0	0	0	0	0
TOTAL	130	134 (+2)	132 (+3)	146 (+4)	168	186	186
External staff for occasional replacement	0			1			

⁷² This figure includes one additional post for Eurodac (Dublin) recast, SIS II AFIS and the EES.

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

The establishment plan outlines an indicative planning for the years 2017-2019, taking into account the establishment plan figures approved for 2015 and 2016 as well as changes to the Single Programming Document 2017 following and depending on the adoption of the legal basis for the EES and EURODAC (Dublin) recast (increase by 16 posts while at the same time respecting the cuts of 5% staff).

In 2015, no changes to the establishment plan were requested with the use of 10% flexibility rule.

Changes to the numbers in the given grades are due to the calculation of the posts for the purpose of reclassification of the staff members. Figures for the years 2018 and 2019 are indicative and subject to a slight change once the data for the 31 December 2016 is known.

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31/12/ 2015		Modifications in year 2015 in application of flexibility rule		Establishment plan in voted EU Budget n 2016		Modifications in year 2016 in application of flexibility rule		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16		0		0		0		0		0		0		0		0
AD 15		0		0		0		0		0		1 ⁷³		1		1

⁷³ Foreseen for reclassification of 1 post from grade AD 14 to AD 15 planned at the time of renewal of the employment contract.

AD 14		1		1		1		1		1		1		01		1
AD 13		2		2		2		2		2		2		2		3 ⁷⁴
AD 12		3		3		3		3		3		3		4 ⁷⁵		4
AD 11		1		1		1		3 ⁷⁶		3		4 ⁷⁷		4 ⁷⁸		4
AD 10		5		5		5		5		5		6 ⁷⁹		6 ⁸⁰		8 ⁸¹
AD 9		6		6		6		9 ⁸²		9		10 ⁸³		13 ⁸⁴		16 ⁸⁵
AD 8		10		10		10		12		12		17 ⁸⁶		16		14

74 Foreseen for reclassification of 1 post from grade AD 12 to AD 13

75 Foreseen for reclassification of 1 post from grade AD 11 to AD 12

76 Foreseen for reclassification of 1 post from grade AD 10 to AD 11

77 Foreseen for reclassification of 1 post from grade AD 10 to AD 11

78 Foreseen for reclassification of 1 post from grade AD 10 to AD 11

79 Foreseen for reclassification of 1 post from grade AD 9 to AD 9

80 Foreseen for reclassification of 1 post from grade AD 9 to AD 10

81 Foreseen for reclassification of 1 post from grade AD 9 to AD 10

82 Foreseen for reclassification of 1 post from grade AD 8 to AD 9

83 Foreseen for reclassification from grade AD 8 to AD 9

84 Foreseen for reclassification from grade AD 8 to AD 9

85 Foreseen for reclassification from grade AD 8 to AD 9

86 Foreseen for reclassification from grade AD 7 to AD 8 and 1 additional post for the EES.

AD 7		16		16		16		13		13		17 ⁸⁷		17		19
AD 6		11		11		11		14		14		13 ⁸⁸		12		8
AD 5		20		18		20		12 ⁸⁹		12		14 ⁹⁰		11 ⁹¹		9
Total AD		75		73		75		74		74		88		87		87
AST 11		0		0		0		0		0		0		0		0
AST 10		0		0		0		0		0		0		0		0
AST 9		0		0		0		1 ⁹²		1		1		1		1
AST 8		1		1		1		1		1		2 ⁹³		2 ⁹⁴		2

87 Includes 4 additional posts for the EES

88 Foreseen for reclassification from grade AD 6 to AD 7

89 Foreseen cut of 1 posts and reclassification from grade AD 5 to AD 6

90 Foreseen for reclassification from grade AD 5 to AD 6 and cut of 1 post, and 8 additional posts for the EES and 2 additional posts for Eurodac (Dublin) recast.

91 Foreseen for reclassification from grade AD 5 to AD 6 and cut of 1 post

92 Foreseen for reclassification from grade AST 8 to AST9

93 Foreseen for reclassification from grade AST 7 to AST 8

94 Foreseen for reclassification from grade AST 7 to AST 8

AST 7		1		1		1		2 ⁹⁵		2		3 ⁹⁶		4 ⁹⁷		5 ⁹⁸
AST 6		4		4		4		6 ⁹⁹		6		8 ¹⁰⁰		10 ¹⁰¹		11 ¹⁰²
AST 5		12		12		12		12		12		12 ¹⁰³		13		15 ¹⁰⁴
AST 4		11		11		11		12 ¹⁰⁵		12		14 ¹⁰⁶		12		8 ¹⁰⁷
AST 3		15		14		15		10 ¹⁰⁸		10		3 ¹⁰⁹		0 ¹¹⁰		0 ¹¹¹
AST 2		1		1		1		0		0		0		0		0
AST 1		0		0		0		0		0		0		0		0

95 Foreseen for reclassification from grade AST 6 to AST 7

96 Foreseen for reclassification from grade AST 6 to AST 7

97 Foreseen for reclassification from grade AST 6 to AST 7

98 Foreseen for reclassification from grade AST 6 to AST 7

99 Foreseen for reclassification from grade AST 5 to AST 6

100 Foreseen for reclassification from grade AST 5 to AST 6

101 Foreseen for reclassification from grade AST 5 to AST 6

102 Foreseen for reclassification from grade AST 5 to AST 6

103 Foreseen for reclassification from grade AST 4 to AST 5

104 Foreseen for reclassification from grade AST 4 to AST 5

105 Foreseen for reclassification from grade AST 3 to AST 4

106 Foreseen for reclassification from grade AST 4 to AST 5 and 1 additional post for the EES

107 Foreseen for reclassification from grade AST 4 to AST 5

108 Foreseen for reclassification from grade AST 2 to AST 3 and from AST 3 to AST 4

109 Foreseen for reclassification from grade AST 3 to AST 4 and cut of 2 posts

110 Foreseen for reclassification from grade AST 3 to AST 4 and cut of 1 post

111 Foreseen for reclassification from grade AST 3 to AST 4

Total AST		45		44		45		44		44		43		42		42
AST/SC1		0		0		0		0		0		0		0		0
AST/SC2		0		0		0		0		0		0		0		0
AST/SC3		0		0		0		0		0		0		0		0
AST/SC4		0		0		0		0		0		0		0		0
AST/SC5		0		0		0		0		0		0		0		0
AST/SC6		0		0		0		0		0		0		0		0
Total AST/SC		0		0		0		0		0		0		0		0
TOTAL		120		117		120		118¹¹²		118		131¹¹³		129¹¹⁴		129

Annex IV:

¹¹² Foreseen cut of 2 posts

¹¹³ Foreseen cut of 3 posts and increase by 16 posts

¹¹⁴ Foreseen cut of 2 posts

A. Recruitment policy

Agency's recruitment policy as regards the selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles is ruled by the Conditions of Employment of Other Servants of the European Union (CEOS) concerning the engagement and use of Temporary Agents¹¹⁵ and the implementing rules or provisions to the Staff Regulations of Officials of the European Union concerning the engagement of Contract Agents and Seconded National Experts (SNEs).

In 2015, several recruitments and selection procedures took place for the replacement of the staff leaving eu-LISA during the course of the year (6 TA posts and 1 SNE post) as well as for the new staff (1 CA post approved for 2015 and 2 posts out of 6 planned for 2016)

The recruitment policy describes the situation as from the start of the eu-LISA establishment emphasising the present situation.

a. Officials

The eu-LISA has no permanent posts in its Establishment Plan.

b. Temporary Agents

The staff members of the eu-LISA have been and will continue to be recruited to carry out core activities, i.e. permanent tasks that are essential to the proper operation of the eu-LISA over time, such as operational, managerial and administrative tasks, and the operational tasks in relation to the Agency's mandate that cannot be outsourced.

In 2015, eu-LISA recruited staff by launching the external selection procedures or used the reserve lists for the selection procedures organised for the Agency in the previous years (2012 and 2013). One internal recruitment call published by the Agency resulted in no applications received from the candidates, due to the difference between the grades offered through the internal call in comparison to the external call.

¹¹⁵ The Implementing Rule on the engagement and use of Temporary agents shall be [was] adopted by eu-LISA before 15 November 2015 [this footnote will be amended when the IR is adopted]

The entry grade by each key function:

Recruitment is done at the grade advertised in the vacancy notice, which is decided according to the Staff Regulations and CEOS and the respective implementing rules as well as corresponding job description. In 2015, the Agency was considered to be still in its start-up phase (the last year thereof). Therefore, the replacements for the posts vacant due to the departure were made at the same grade usually from a reserve list that was still valid for that profile and grade.

The entry grades for long-term temporary agents in 2015 were as follows:

- AST 5 as a replacement for a post set at grade AST 5 on the establishment of the Agency;
- AD 5 to AD 8.

Recruitment at grades AD 9 and AD 10 is not limited only to filling the middle management positions, but also was applied in particular cases where a higher grade was required to ensure recruitment of a specific expertise. The Accounting Officer appointed by the Management Board in accordance with Article 24(4) of Regulation (EC) №45/2001 was recruited at level AD 9 on 1 October 2015 through the external selection procedure.

After the start-up phase the entry grades should be:

- AST 1 to AST 4 for the AST category;
- AD 5 to AD 8 for the AD category and exceptionally AD 9 to AD 10.

Duration of contracts:

Long-term temporary agents are offered a first fixed-term contract of five years, renewable for another time period not exceeding five years. Renewals for a second prolongation will be of indefinite nature.

Short-term temporary agents are offered a contract for a time period consistent with the specific project or function, with the possibility of one renewal for another time-limited period.

All renewals of contract will be subject to a thorough examination of the performance of the staff member and will depend on the eu-LISA's work programme, priorities, and available budgetary provisions.

Recruitment procedure:

The key phases of the selection procedures for the recruitment of Temporary Agents and the Contract Agents are the similar and can be summarised as follows:

- Publication of a vacancy notice (defining eligibility and selection criteria, indicating type and duration of the contract and recruitment grade).
- Pre-selection of potential candidates on the basis of their application files, evaluating their eligibility and compliance with the selection criteria.
- The best-qualified eligible candidates are asked to undergo a written test, as well as an interview covering the specific competences in the area of expertise, general aptitudes and language skills.
- The Selection Committee proposes a list of successful candidates to the Executive Director¹¹⁶, who decides on the appointment of a candidate and the establishment of a reserve list. Inclusion on the reserve list does not guarantee employment. The result of the selection process is communicated to the selected candidates.

c. Contract Agents

Contract agents have been employed to work with specific, time-limited projects, to fill gaps during long-term absences, and to cover peaks of a workload for limited periods. Staff employed as Contract Agents carry out administrative and technical tasks, which are essential for the proper operation of the eu-LISA over time, in particular administrative support.

For the selection procedure of Contract Agents, eu-LISA launches the external selection procedure or uses the reserve lists provided by the European Personnel Selection Office (EPSO) or established by the Agency.

Contract agents have been offered time-limited contracts with a maximum duration of five years, which may be renewed once for another fixed period of maximum five years, in accordance with Article 85 of the CEOS, or the contracts of duration of 2 years, which also may be renewed once for the short-term projects. A one-year long contract without a possibility of renewal may be offered to replace a staff member on a long absence.

Any further renewal of an employment contract shall be for an indefinite period. Renewals of contracts for contract agents will depend on the eu-LISA's work programme priorities and available budgetary provisions and will be subject to a thorough examination of the performance of the staff member.

¹¹⁶ For the posts where the appointment to a post is made by the Management Board of the Agency according to the requirements set in the Establishing Regulation, a decision is taken by the Management Board.

d. Seconded National Experts¹¹⁷

SNEs are seconded to the eu-LISA by the EU Member States to cover specialised tasks to ensure that the operations of the eu-LISA remain firmly in touch with the Member States' needs as end-users. The duration of their secondment is set in accordance with the agreement reached with their original national administrations.

eu-LISA adopted the necessary implementing measures¹¹⁸ on Seconded National Experts, which describe the selection procedures, duration of secondment, working conditions, allowances and expenses.

e. Structural service providers¹¹⁹

In 2015, eu-LISA was using the external service providers for the services or projects that could not be covered by the Agency's staff due to the limitation in the human resources at eu-LISA or the specialised nature of the qualifications or knowledge required, which is not available at the Agency. It is foreseen that in the next years they will continue to be used as well.

Table below presents the services used in 2015.

It should be noted that the duration of a contract means a duration of a framework contract. The services under a framework contract are provided with a signature of the individual contracts, the duration of which varies between a couple of months and one year.

Structural service providers to eu-LISA in 2015

117 SNEs are not employed by the Agency.

118 Notification of the MB decision, document no 2012-025 of 28 June 2012.

119 NB Structural service providers are not employed by the Agency.

No	Tasks assigned	Resources in FTE ¹²⁰	Tender Procedure	Contract duration	Service description
1.	External support	47 FTE ¹²¹	FWC - LISA/2014/OP/03 (lots 1-4)	4 years	<p>This contract covers diverse services of (a) ICT and (b) administrative nature that entail but are not limited to:</p> <ul style="list-style-type: none"> • development and implementation of the internal IT infrastructure (the core corporate information systems such as Document Management System, Missions Management System), • supporting the operational activities related to BMS, VIS mail and SIS II, • customization and integrated governance for the Activities Based Management including budgeting, project management, procurement and contract management, • supporting performance of tasks such as internal and external communication, secretarial assistance; secretariat of the Management Board etc. • streamlining training, leave and time management activities in the remit of HR in preparation for the customisation and introduction of the e-HR tool.
2.	External Assistance	7 FTE	HOME/2010/SIV I/FW/-A/C2-03/01	4 years	External assistance for project management, consultancy and quality assurance to European large scale IT systems projects in Home Affairs matters.
3	IT service Desk	1 FTE	LISA-14-NP-03	14 months	Corporate IT Service Desk and IT Infrastructure Maintenance Services for eu-LISA

¹²⁰ FTE stands for full time equivalent

¹²¹ This number represents 47 individual contracts for the intra-muros support services signed between 1 June 2015 and 31 December 2015 and the services being provided. The total number of signed contracts reached 61, out of which 14 are for the extra-muros support.

B. Appraisal of performance and reclassification/promotions

2015 was the first year when a reclassification exercise took place at eu-LISA in its full scope in accordance with the respective rules in place.

The results of this exercise are presented in table 1 below.

The rate of promotions in 2015 (approximately 32%) might appear higher than the average foreseen by the strict application of the Staff Regulations (26.63%). This can be explained by the fact that almost 70% of the eu-LISA's staff was recruited in the grades where the Staff Regulations foresee the highest promotion rate (33% and 36%). This was the first reclassification exercise carried out at the Agency in full scope. The average seniority in grade at the time of the reclassification taking its effect is 2.12 years. The recognition for the hard work performed in the start-up phase conditions of the organisational development were considered important in carrying out the reclassification exercise with regard to the eligible staff whose performance was evaluated as being above satisfactory, and in most of the cases outstanding. In the future following the 5 years rolling period it will increase to the levels set out in the CEOS and in the Implementing Rules on the Engagement and Use of Temporary Agents¹²².

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.Year 2014		How many staff members were promoted / reclassified in Year 2015		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	

¹²² Decision No 2015-166 laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union adopted by the Management Board of eu-LISA on 18 November 2015.

AD 16		0		0	n/a
AD 15		0		0	n/a
AD 14		1		0	n/a
AD 13		0		0	n/a
AD 12		2		1	2
AD 11		0		0	n/a
AD 10		5		2	2
AD 9		6		1	2.25
AD 8		2		1	2
AD 7		24		7	2.13
AD 6		0		0	n/a
AD 5		33		12	2.11
Total AD		73		24	2.11
AST 11		0		0	n/a
AST 10		0		0	n/a
AST 9		0		0	n/a
AST 8		0		0	n/a
AST 7		2		0	n/a
AST 6		0		0	n/a
AST 5		15		4	2.1

AST 4		4		2	2.06
AST 3		23		8	2.04
AST 2		1		0	n/a
AST 1		0		0	n/a
Total AST		45		14	2.12
AST/SC1		0		0	n/a
AST/SC2		0		0	n/a
AST/SC3		0		0	n/a
AST/SC4		0		0	n/a
AST/SC5		0		0	n/a
AST/SC6		0		0	n/a
Total AST/SC		0		0	n/a
Total		118		38	2.12

Table 2 - Reclassification of contract staff

No reclassification of the contract agents took place in 2015, because the first contract agent at eu-LISA was employed in July 2013. Reclassification of contract staff will take place in 2016

Function Group	Grade	Staff in activity at 1.01.Year 2014	How many staff members were reclassified in Year 2015	Average number of years in grade of reclassified staff members
CA IV	18		N/A	N/A
	17		N/A	N/A
	16		N/A	N/A
	15		N/A	N/A
	14	3	N/A	N/A
	13		N/A	N/A
CA III	12		N/A	N/A
	11		N/A	N/A
	10		N/A	N/A
	9	2	N/A	N/A
	8		N/A	N/A
CA II	7		N/A	N/A

	6		N/A	N/A
	5		N/A	N/A
	4		N/A	N/A
CA I	3		N/A	N/A
	2		N/A	N/A
	1		N/A	N/A
Total		5	N/A	N/A

C. Mobility policy

The introduction of a new category of temporary staff (TA 2f) at the agencies in the new Staff Regulations of Officials and Conditions of Employment of Other Servants of the European Union, which entered into force on 1 January 2014, facilitates the mobility within the eu-LISA and between the agencies.

In 2015, eu-LISA created and consulted internally up to a stage of adoption a procedure on internal recruitment. However, a model decision on the Engagement and use of temporary agents (TA 2 f) communicated to the European Agencies by the Commission required first the adoption of this model decision (still in process at the time of drafting this text) and then a revision of the procedure on internal recruitment for the alignment of the two documents. Due to yet early stage of the organisational development of eu-LISA, the internal mobility needs and opportunities are assessed with each vacancy or new post being created.

In 2015, one transfer of a post and change of duties (an Assistant to the Head of RAD was transformed into an Internal Communication Assistant) and one appointment to perform the duties of a higher grade (Junior Accounting Officer was temporarily appointed as the Accounting Officer of eu-LISA) took place considering framework of the internal mobility.

The inter-Institutional mobility is a reality and it will continue to exist. In 2015, three persons left eu-LISA in order to work for the European Commission, European Parliament or another European Agency and from among the recruited staff 3 persons came from another European Institution, agency or body.

D. Gender and geographical balance

The distribution of the gender according to the function type and level is presented in the below table. [

Staff of eu-LISA split by gender

Gender	Administrators			Assistants		Total
	TA	CA	SNE	TA	CA	
Male	51	5	6	29	1	92
Female	22	6	0	15	0	43
Total staff	73	11	6	44	1	135

The visible lack of gender balance at eu-LISA is due to the work regime (work in shifts and on stand-by duty on a continuous basis) and the IT environment being mostly populated by men in the Agency's Operations Department in Strasbourg. A higher interest of men in the employment at eu-LISA is also visible in the number of the received applications for the recruitment calls.

In 2014 eu-LISA introduced flexitime in order to facilitate a balance of a private and professional life of its staff members. In 2015, the Management Board of eu-LISA adopted the rules on teleworking by analogy, Decision No 2015-100 REV1 of 18.11.2015. The same year, the Agency created internal guidelines on teleworking.

Geographical balance

Among the recruited staff of eu-LISA, there is a representation of 22 EU nationalities.

A wide geographical representation of the staff achieved with the recruitment contributes to the diversity of cultures and mutual exchange. Having its main locations in Tallinn and Strasbourg the eu-LISA perceives as a natural tendency that the over-representation of the Estonian and French staff up to 30% of the number of employees in the respective locations does not constitute a major distortion of the geographical balance. The largest group of the French personnel is due to the fact that the part of personnel working for the French national authorities on the IT projects transferred to the Agency at the time of the establishment of the Agency joined eu-LISA following the competition procedure for these highly specialised posts.

The nationalities of the eu-LISA's staff (Temporary Agents) as per function group and compared to the average distribution in the European Union¹²³ are presented in the table below.

Staff of eu-LISA split by nationality

eu-LISA - recruitment status on 31.12.2015.					
Nationality	AD	AST	Total AD + AST	Percentage	EU average distribution in 2015
Austria (AT)	0	0	0	0	1,67 %
Belgium (BE)	4	4	8	6,84	2,21 %
Bulgaria (BG)	3	0	3	2,56	1,42 %
Croatia (HR)	1	0	1	0,85	0,83 %
Cyprus (CY)	0	0	0	0,00	0,16 %
Czech Republic (CZ)	1	1	2	1,71	2,07 %
Denmark (DK)	1	0	1	0,85	1,10 %
Estonia (EE)	4	7	11	9,40	0,25 %
Finland (FI)	0	1	1	0,85	1,07 %

¹²³ Data source: EUROSTAT report of 26.04.2015.

France (FR)	17	9	26	22,22	12,98%
Germany (DE)	4	2	6	5,13	15,93%
Greece (EL)	5	1	6	5,13	2,15%
Hungary (HU)	3	2	5	4,27	1,94%
Ireland (IE)	1	0	1	0,85	0,90%
Italy (IT)	10	1	11	9,40	11,99%
Latvia (LV)	0	2	2	1,71	0,39%
Lithuania (LT)	2	3	5	4,27	0,58%
Luxembourg (LU)	0	0	0	0,00	0,10%
Malta (MT)	0	0	0	0,00	0,08%
Netherlands (NL)	0	1	1	0,85	3,31%
Poland (PL)	4	1	5	4,27	7,49%
Portugal (PT)	1	3	4	3,42	2,05%
Romania (RO)	8	4	12	10,26	3,93%
Slovakia (SK)	1	0	1	0,85	1,06%
Slovenia (SI)	0	0	0	0,00	0,40%
Spain (ES)	3	1	4	3,42	9,17%
Sweden (SE)	0	0	0	0,00	1,90%
United Kingdom (UK)	0	1	1	0,85	12,69%
Total staff	73	44	117	100	99,82%

In order to achieve a representation of nationalities reaching the percentages similar to the representation of nationalities in the general EU population the Agency has been adding from October 2014 specific messages to all its vacancy announcements encouraging candidates from the under-represented countries in eu-LISA to apply. In addition, it is expanding the outreach base by placing the announcements in the European Voice, Euro-Brussels and Online EU Training in addition to the EPSO, DG HOME and its own websites.

The nationalities of the other groups of eu-LISA's staff population (Contract Agents and the Seconded National Experts) are presented in the table below.

eu-LISA's Contract Agents and SNEs split by nationality

Nationality	eu-LISA - recruitment status on 31.12.2015		
	CA FG IV	CA FG III	SNE
Austria (AT)			
Belgium (BE)	1		
Bulgaria (BG)			
Croatia (HR)			
Cyprus (CY)			
Czech Republic (CZ)			
Denmark (DK)			
Estonia (EE)	1		1
Finland (FI)	1		
France (FR)	2	1	
Germany (DE)			2
Greece (EL)			2
Hungary (HU)			
Ireland (IE)			
Italy (IT)	2		
Latvia (LV)			
Lithuania (LT)			
Luxembourg (LU)			
Malta (MT)			
Netherlands (NL)			

Poland (PL)			
Portugal (PT)	1		
Romania (RO)	3		1
Slovakia (SK)			
Slovenia (SI)			
Spain (ES)			
Sweden (SE)			
United Kingdom (UK)			
Total staff	11	1	6

Representation of German colleagues in this group helps to increase the representation of the German citizens in the staff population of the Agency.

The inherent difficulty of in attracting applicants from some countries due to a combination of several factors that adversely impact on recruiting candidates from the countries, where such conditions do not occur like for example Sweden, the United Kingdom or Germany (relatively high costs of accommodation for foreigners, long distance from many places of origin of the Agency staff members and high cost of transportation to reach them, the general labour conditions that make it difficult for family members of eu-LISA staff to find a job in the places of assignment and a low correction coefficient in Tallinn).

The issue of the geographical balance will continue to be addressed by paying attention to this aspect during the future recruitment processes. The main focus of the selection process will be maintained on the merit of the candidates. However, in the cases where two candidates achieve the same number of points during the evaluation, the nationals of the countries that have not reached the recruitment level in terms of geographical representation will be recommended for recruitment in order to bring more balance and maintain diversity already achieved.

E. Schooling

In accordance with the establishing Regulation, the EU Member States hosting eu-LISA provide the best possible conditions to ensure the proper functioning of the Agency, including the multilingual, European-oriented schooling.

Since September 2013, Tallinn has been offering a possibility to obtain education on the basis of the Accredited European School (type II) curriculum. Twelve children of the eu-LISA staff attend the European School in Tallinn. The other children are placed in the International College (3) or in private nurseries (3) in cases where the European School is not in a position to offer its services.

The European School (type II) in Strasbourg was founded in September 2008. Twenty three children of eu-LISA staff members attended the European School in Strasbourg in 2015. Nine children were using services of the private or municipal nurseries.

An agreement signed in 2014 with the European Commission for the financial contribution to the European Schools in Tallinn and Strasbourg describes yearly contribution the Agency should pay on the number of pupils coming from the eu-LISA staff. For the school year 2015/2016, the calculated coverage reaches nearly 275,000.00 EUR and for the school year 2016/2017, it is estimated to reach approximately 325,000.00 EUR.

In both locations there are also other possibilities to obtain the education based on an international curriculum or on a well-recognised national curriculum in the international sections of the city's secondary schools and international colleges.

In order to assist the staff whose children are in the age below 4 years and for whom the European Schools cannot provide its care, eu-LISA introduced in 2014 a Nursery allowance for the reimbursement of the costs related to the provision of care for small children by the kindergartens or nurseries, which signed the service contracts with eu-LISA. This initiative made a positive impact on accepting the job offers, especially in Tallinn, where the situation in providing this type of assistance to working mothers is relatively difficult.

Taking into account the experience of other European Agencies, the existence of multilingual, European-oriented schooling has direct implications for the attractiveness of the Agency as an employer. Therefore, eu-LISA will support the objectives of the European Agencies in this field.

Annex V: Buildings

<i>Information to be provided per building:</i>	eu-LISA HQ, EU House Rävala pst 4 10143 Tallinn Estonia	Other Comment
Surface area (in square metres)	1443,5 (6th floor); 378 (0 and 1st floor)	
- Of which office space	601,8 (6th floor) ; 200,6 (0 and 1st floor)	
- Of which non-office space	841,7 (6th floor); 177,4 (0 and 1st floor)	
Annual rent (in EUR)	0 eur (6 th floor); 95 256 eur (0 and 1 st floor)	
Type and duration of rental contract	<i>Memorandum of understanding (6th floor) until new HQ is ready.</i> <i>30 months' rent contract (0 and 1st floor)</i>	
Host country grant or support	<i>EE pays 6th floor rent estimated value of service in kind: 290k EUR</i>	
Present value of the building	N/A	

There is a decision for a new building for a permanent headquarter of eu-LISA in Tallinn, Estonia. The building is expected to be completed by end of 2017. The project expenses are covered by the Estonian Government confirmed by a Government decision.. The plot of the construction site is 5,628 m². The covered net surface of the building is approximately 3,000 m², with a possibility to extend the area by 2,000 m² in the future.

<i>Information to be provided per building:</i>	eu-LISA Operational Centre in Strasbourg 18 Rue de la Faisanderie 67100 Strasbourg France	Other Comment
Surface area (in square metres)	2.380	

- Of which office space	806	
- Of which non-office space	1.574	
Annual rent (in EUR)	HOME-2012- LISA/CT/EUROMODULES/2013/SC1 : 10790 EUR (LISA-2014-NP-15: 21000 EUR)	
Type and duration of rental contract	HOME-2012- LISA/CT/EUROMODULES/2013/SC1: 4 containers - 36 months LISA-2014-NP-15: 5 containers - 10 months	HOME-2012- LISA/CT/EUROMOD ULES/2013/SC1: until 30 April 2016 LISA-2014-NP-15: until 29 February 2016
Host country grant or support	FR granted entire premises for 1 EUR in 29 May 2013	
Present value of the building	Building: net book value at 31/12/2014: 731 000 EUR Land: book value at 31/12/2014: 1 490 000 EUR	

To be able to meet all necessary operational requirements and accommodations needed for smooth implementation of the provisions laid down in the establishing regulation, in December 2011, an external consultancy company was appointed by European Commission to assess the existing facilities of eu-LISA in Strasbourg, with the task to inquire on options to upgrade the facility according to the Agency's requirements. The then initiated upgrade and construction project foresees to:

1. build an office building of three floors (projected space 3,728m²);
2. refurbish existing main building (built in 1992), where large scale IT systems are housed, and which is accounting for 1,497m²;
3. construct a new energy building of two stores to house vital energy back-up systems (projected space 488m²);
4. construct a new security gatehouse in line with up to date standards (projected space of 99 m²);

With this project, overall current surface area of 1.365m² will progress to 5.812m², including several highly specific technical or operational areas

A design & build tender was awarded to a general contractor that just started the design development phase in this 2015. According to the implementation schedule, the project shall be finalized by 2017.

The value of this contract is to be financed completely by the budget of the Agency.

<i>Information to be provided per building:</i>	eu-LISA Backup Site Sankt Johann im Pongau, Austria	Other Comment
Surface area (in square metres)	223	
- Of which office space		
- Of which non-office space	403	
Annual rent (in EUR)	591,328	
Type and duration of rental contract	Indefinite Operational Agreement with Republic of Austria	
Host country grant or support	N/A	
Present value of the building	Data not available	

<i>Information to be provided per building:</i>	eu-LISA liaison office, 20 avenue d'Auderghem, 1040 Brussels.	Other Comment
Surface area (in square metres)	62 m2 (two offices on 2 nd floor)	
- Of which office space		
- Of which non-office space		
Annual rent (in EUR)	12385	
Type and duration of rental contract	<i>Rent agreement 12+12+12 months' rent contract (until 31/12/2016)</i>	
Host country grant or support	N/A	

Present value of the building	N/A	
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Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>The statutory eu-LISA's staff in Tallinn, provided they are not permanent residents of Estonia before taking up their appointment in the Agency, shall have reimbursement from the Estonian Government of sum equal to the VAT paid for purchase of goods in Estonia (limited to a specific list of goods) during a period of one year from taking up duties at the Agency in Tallinn to facilitate their establishment in Estonia. For the other eu-LISA sites, no similar privileges are granted at the time this document was created.</p>	<p>Headquarters Agreement between eu-LISA and the Republic of Estonia, Article 12</p>	<p>An Accredited European School has been established in Tallinn in Autumn 2013.</p> <p>The European School provides the type II curriculum at nursery and primary as well as secondary level of education.</p> <p>Children as from 4 years of age can be admitted to the European School.</p>
<p>The statutory eu-LISA's staff in Strasbourg and family members forming part of their household shall be exempt from all compulsory contributions to the French social security scheme insofar as they are covered by the scheme of social security benefits of officials and other servants of the Union. To the extent they are covered by the social security scheme of their state of origin, seconded experts shall also be</p>	<p>Agreement on the technical site of the European Agency for the Operational Management of Large Scale IT systems in the area of Freedom, Security and Justice between eu-LISA and the Government of France, Article 13.</p>	<p>The French Government committed with the agency to find the best possible solution to educate the children of the staff of the agency and family members forming part of their household and to offer them a primary and secondary level education tailored to their individual needs and providing the opportunity to obtain internationally recognized qualifications. The Government committed furthermore to ensure that access to the European School of Strasbourg, which offers</p>

<p>exempt from all compulsory contributions to the French social security scheme.</p>		<p>baccalaureate recognized by all EU Members States, is guaranteed for the children of Agency staff and members of their families forming part of their household, in accordance with article 4 of the Accreditation and Cooperation Agreement between the Board of Governors of the European Schools and the European School of Strasbourg, signed in Brussels on 24 May 2011.</p>
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Annex VII: Evaluations

With regards to the provisions of Art. 29 (5) of Framework Financial Regulation, Agency shall note that as a young organization it still has no internal capacity to perform these evaluations. Given that, the Agency plans to start developing necessary internal capabilities in 2017, based on methodology developed recently in the Network of EU agencies. Agency will aim to have a test of methodology also in 2017 and full deployment in the course of 2018. To start building the evaluation capacity in 2017, the Agency will execute ex-ante evaluation of one project: “BMS database increase”^{2.1.22}.

To evaluate and monitor the performance of the systems under the management of eu_LISA and to support the execution of the requirements of Article 12.(t) of Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011, the Management Board has approved Standard Service Level Agreement with document 2013-084.

To evaluate the overall performance of the Agency, as well as to support the improvement of the performance, the Management Board has approved a set of Key Performance Indicators with document 2015-030.

The 16 Internal Control Standards’ framework, as adopted by the eu-LISA Management Board with its decision 057-2014 from 15.06.2014, is the applied framework of internal control criteria for eu-LISA. The Management Board decision has confirmed the validity of the framework for the organization and trusted the Executive Director with the implementation of the standards. However the Internal Control Standards (ICSs) relate to a various number of the organization’s business areas, they are all equally important: eu-LISA, while striving to fulfil its objectives resulting from the Agency’s planning cycle, seeks for achieving and maintaining compliance with ICSs as to demonstrate good governance in its actions, activities and towards its stakeholders. According to the annual procedure, the Agency’s Internal Control Coordinator will meet at the beginning of 2017 eu-LISA Managers and staff with ICS related functions (e.g. Data Protection Officer) to evaluate the outcomes of 2016 ICS activities and to set up the individual lists of measures in order to further achieve or to maintain compliance with eu-LISA’s Internal Control Standards in 2017.

The following table shows the 16 internal controls standards with their rationale:

Nr.	Title	Definition
ICS 1	Mission	eu-LISA’s raison d’être is clearly defined in up-to-date and concise mission statements developed from the perspective of the eu-LISA’s customers.
ICS 2	Ethical and Organisational Values	Management and staff are aware of and share appropriate ethical and organisational values and uphold these through their own behaviour and decision-making.
ICS 3	Staff Allocation and Mobility	The allocation and recruitment of staff is based on the eu-LISA’s objectives and priorities. Management promote and plan staff mobility so as to strike the right balance between continuity and renewal.
ICS 4	Staff Evaluation and Development	Staff performance is appraised annually. Adequate measures are taken to develop the skills necessary to achieve the objectives set.

ICS 5	Objectives and Performance Indicators	<p>eu-LISA's objectives are clearly defined and updated when necessary. These are formulated in a way that makes it possible to monitor their achievement.</p> <p>Key performance indicators are established to help management evaluate and report on progress made in relation to their objectives.</p>
ICS 6	Risk Management Process	A risk management process that is in line with applicable provisions and guidelines is integrated into the annual activity planning.
ICS 7	Operational Structure	eu-LISA's operational structure supports effective decision-making by suitable delegation of powers. Risks associated with eu-LISA's sensitive functions are managed through mitigating controls and ultimately staff mobility. Adequate IT governance structures are in place.
ICS 8	Processes and Procedures	eu-LISA's processes and procedures used for the implementation and control of its activities are effective and efficient, adequately documented and compliant with applicable provisions. They include arrangements to ensure segregation of duties and to track and give prior approval to control overrides or deviations from policies and procedures.
ICS 9	Management Supervision	Management supervision is performed to ensure that the implementation of activities is running efficiently and effectively while complying with applicable provisions.
ICS 10	Business Continuity	Adequate measures are in place to ensure continuity of service in case of "business-as-usual" interruption. Business Continuity Plans are in place to ensure that eu-LISA is able to continue operating to the extent possible whatever the nature of a major disruption.
ICS 11	Document Management	Appropriate processes and procedures are in place to ensure that the eu-LISA's document management is secure, efficient (in particular as regards retrieving appropriate information) and complies with applicable legislation.
ICS 12	Information and Communication	Internal communication enables management and staff to fulfil their responsibilities effectively and efficiently, including in the domain of internal control. Where appropriate, eu-LISA has an external communication strategy to ensure that its external communication is effective, coherent and in line with the Commission's key political messages. IT systems used and/or managed by eu-LISA (where eu-LISA is the system owner) are adequately protected against threats to their confidentiality and integrity.

ICS 13	Accounting and Financial Reporting	Adequate procedures and controls are in place to ensure that accounting data and related information used for preparing the organisation's annual accounts and financial reports are accurate, complete and timely.
ICS 14	Evaluation of Activities	Evaluation of expenditure programmes, legislation and other non-spending activities are performed to assess the results, impacts and needs that these activities aim to achieve and satisfy.
ICS 15	Assessment of Internal Control Systems	Management assess the effectiveness of eu-LISA's key internal control systems, including the processes carried out by implementing bodies, at least once a year.
ICS 16	Internal Audit Capability	eu-LISA has an Internal Audit Capability (IAC), which provides independent, objective assurance and consulting services designed to add value and improve the operations of eu-LISA.

Annex VIII: Risks Year 2017¹²⁴

Rank	Title	Description	Assumption	Risk Response Type	Countermeasure(s)
1	Lack of a Corporate IT Strategy	Without a Corporate IT Strategy, the Agency misses direction and mapping for the establishment of IT tools and their relation/interaction, thus eu-LISA puts the establishment of sufficient, efficient and effective corporate IT tools at risk.	The lack of a corporate IT strategy might result in establishing IT tools that do not perform as expected, or result in an increase of complexity and inefficiency of work methods. In addition, additional financial resources are required to later fix defects and issues.	Mitigate	To mitigate the risk for the organization by finalization and adoption of the Corporate IT Strategy
2	Lack of resources and tools for efficient and effective end-to-end system lifecycle management	At present, the priority for tools to manage the whole lifecycle of an evolution (of any kind) is lower than for the tools related to other business projects. Thus, efficient and effective tools are missing to support the evolution lifecycles from a change request until deployment in operations and afterwards maintenance, which potentially has an impact on quality of work and results and timeliness of the processes.	The end-to-end system lifecycle management is potentially not performed with required levels in details, quality and time - causing potential delays and defects.	Mitigate	Identify the areas where tools are required to support the operational and project's lifecycle, establishing an end-to-end strategy to approach and the implementation of a consistent tools suite to support the identified needs.

¹²⁴ As estimated in 2015. Subject of revision in 2016

3	Mid and short term constraints affect the implementation of eu-LISA's Technology Strategy negatively	Infrastructure-related decisions, imposed by short/mid-term Core Business Systems constraints, affect eu-LISA's long-term Technology Strategy, substantiated by on-going strategic projects like common shared services or virtualisation/cloud studies	Should this risk materialise there is high potential, from an infrastructure perspective, that eu-LISA will not be able to move from a silo/isolated approach to a common/virtualised approach in the long-term.	Mitigate	To mitigate the risk for the organization by requiring each project or change initiative to be checked for compliance with eu-LISA Technology Strategy. Only projects/changes fully in line with eu-LISA Technology Strategy shall be accepted for implementation by the Agency. A dedicated evaluation of accepted project proposals with regard to their compliance to eu-LISA Technology Strategy is to be carried out in Q3 2016.
4	External staff augmentation lacks efficient integration and control as well as evolves into long-term solution.	There is a potential risk that the integration of external staff is lacking efficiency and control due to the significant number and that the application of those external resources turns into a long-term solution, creating potentially a number of negatives side effects.	External resources not efficiently integrated and controlled – as well as potentially close allocated to the organization's key tasks - can while being long-term used potentially create a number of negative side effects: a) the organisation could have indispensable contractors without a proper control of the employment conditions, b) projects/short-term activities are completed, however the external resource's contract is not terminated, c) external resources potentially gain large knowledge of internal systems, processes and	Mitigate	To mitigate the risk for the organization by finalization of the sourcing strategy based on other similar activities in-house (e.g. service strategy or service catalogue and corresponding SLA) and by performing a strategic gap analysis to support. In addition, by defining changes to the sourcing governance, the sourcing

			people, in this way they become valuable, if not indispensable, d) long-term appliance of external resources might contradicts definitions and goals defined in the Agency's long-term HR strategy and goals.		management organization and the vendor management.
5	Inability to implement the budget of the Agency sufficiently	The contracts related to the core IT activities of the Agency are by nature complex and of a large amount (more than 60% of total annual budget of the Agency). There is a risk that insufficient contract (e.g. through poor and delayed definition of ToRs) and vendor management leads to potential disruption of operations and/or low quality of deliverables.	Potential decrease of service quality and continuity of operations.	Mitigate	To mitigate the risk for the organization by improving the capacity of the Agency to analyse offers received from contractors from financial point of view, e.g. independent assessment of costs as received within MWOs through external consultancy (benchmarking), and by applying a new pricing model in upcoming MWOs.
6	Dynamic and complex environment challenges the Agency in carrying out its mission	There is a potential risk, that due to the dynamic and complex environment the Agency is acting in (e.g. on political level), and taking also into account the recent migrant crisis Europe is facing, decisions affecting eu-LISA are taken or requests are forwarded to the Agency, that eu-LISA cannot fulfil as with regard to its legal mandate or limited resources.	Should this risk materialise, there is a high potential that eu-LISA will not fulfil a number of actions/tasks/duties expected from the Agency, potentially affecting the stakeholder satisfaction with the organization.	Mitigate	To mitigate the risk for the organization by creating awareness amongst staff members responsible or involved in exchange with external stakeholders to ensure their awareness for eu-LISA capabilities based on the Agency's mandate/resources.

Annex IX: Procurement plan Year 2017

Operational activities as per SPD 2017	Budget Section Reference	Project Description	Explanation/Rationale	Est. Budget (€)	Procurement action	Indicative timeframe for launching the procurement
2.1.3 Operational management of Eurodac	B033 EURODAC	Maintenance in Working Order (MWO) of EURODAC - business as usual activities	Regular maintenance services to EURODAC	5.400.000	Services will be provided under the Recast framework contract, valid until December 2017 (LISA/2013/RP/01). Specific Contracts for regular maintenance services are expected to be signed under the new MWO contract afterwards (NB the call for the new MWO was launched in Q1 of 2016 and the contract to be awarded in Q1 of 2017).	Already launched in 2016
2.1.25 Implementation of EURODAC evolution (Network migration) 2.1.26 Implementation of EURODAC evolution (Capacity upgrade)	B033 EURODAC MWO	MWO of EURODAC – evolutions	Network migration; capacity upgrade	1.090.000	Orders or Specific Contracts for identified evolutions are expected to be signed under the Recast framework contract (LISA/2013/RP/01) or the	No tenders planned

					new EURODAC MWO contract.	
<p>2.1.27 EURODAC Reform - functional changes and capacity upgrade</p> <p>2.1.29 Dublinet Integration - Operational Management</p>	B033 EURODAC MWO	EURODAC Reform	<p>Upon approval of the legal proposal currently under discussion (EURODAC Reform, part of Dublin IV proposal)</p> <p>In the Dublin IV legal proposal currently under discussion it is foreseen that eu-LISA assumes full operational of DubliNet.</p>	11.330.000	Orders or Specific Contracts for evolutions are expected to be signed under the Recast framework contract (LISA/2013/RP/01) or the new EURODAC MWO contract.	No tenders planned
External support to EURODAC activities	B036 External Support Services directly related to Core Systems	External support services	Technical support to operational functions relating to EURODAC	415.000	Specific contracts will be issued under the existing multi-lot framework contract LISA/2014/OP/03 (lot 1)	No tenders planned

<p>2.1.28 Development of new system for the Dublin Allocation mechanism</p>	B033 EURODAC	Dublin Allocation	In the new Dublin IV legal proposal that is currently under discussion, the creation of a new system for the automatic allocation mechanism follow-up is foreseen.	1.750.000	Subject to the adoption of the legal basis and evaluation of the options a new procedure might be launched or existing FWCs used. The estimated value is presently unknown; the amount planned for commitment in 2017 is EUR 1,75 MIO.	Unknown - subject to the adoption of the legal basis
<p>2.1.6 Operational management of SIS II</p> <p>2.1.7 Operational management of SIS II (transition for the new SIS II MWO)</p> <p>2.1.8 Carrying out SIS II Services and Maintenance for MS</p> <p>2.1.16 Finalisation of the project to increase SIS II/performance</p>	B031 SIS II	MWO of SIS II – business as usual activities	Regular maintenance services to SIS II (including one-off hand-over to new MWO Contractor)	6.525.000	Specific contract for regular maintenance signed under the existing MWO framework contract (LISA/2014/RP/02) will be used. NB This MWO expires on 12/03/2018.	No tenders planned
<p>2.1.19 Study on SISII interoperability with other large-scale IT systems(the implementation of this activity depends on the results of the work of the HLEG</p>	B031 SIS II	Studies	Standard study for large-scale IT systems	300.000	Specific contracts will be issued under the existing multi-lot framework contract LISA/2014/OP/03 (lot 1) or under MWO SIS II FWC.	No tenders planned
<p>External support to SIS II activities</p>	B036 External Support Services	External support services	Technical support to operational functions relating to SIS II	200.000	Specific contracts will be issued under the existing multi-lot	No tenders planned

	directly related to Core Systems				framework contract LISA/2014/OP/03 (lot 1)	
<p>2.1.4 Operational management of VIS</p> <p>2.1.5 Operational management of BMS</p>	B03200 VIS/BMS	MWO of VIS and BMS– business as usual activities	Regular maintenance services to VIS and BMS	13.500.000	Specific Contracts for regular maintenance services are expected to be signed under the new MWO contract (the new MWO was signed on 25/06/2016 further to procedure LISA/2015/RP/02 VIS/BMS MWO).	No tenders planned
<p>2.1.21 Tuning of BMS transactional throughput</p> <p>2.1.22 Tuning of VIS transactional throughput</p> <p>2.1.23 BMS 2 database increase</p> <p>2.1.24 Implementation of VIS/BMS end-to-end testing platform</p> <p>2.1.33 Data warehouse implementation to improve automated reporting and statistics generation</p>	B032 VIS/BMS	MWO of VIS and BMS – evolutions	BMS 2 database increase; Implementation of VIS/BMS end-to-end testing; tuning of BMS transactional functions; tuning of VIS transactional functions; Data Warehouse analysis and design to improve automates reporting and statistics generation	21.005.000	Specific Contracts for regular maintenance services are expected to be signed under the new MWO contract (the new MWO was signed on 25/06/2016 further to procedure LISA/2015/RP/02 VIS/BMS MWO).	No tenders planned
External support to VIS/BMS activities	B036 External Support Services directly related to Core Systems	External support services	Technical support to operational functions relating to VIS and BMS	1.985.000	Specific contracts will be issued under the existing multi-lot	No tenders planned

					framework contract LISA/2014/OP/03 (lot 1)	
2.1.33 Introduction of Smart Borders	Bo34 Entry / Exit System	MWO of Entry / Exit System	new task - system design and development	54.520.000	A FWC tender procedure is expected to be launched in 2017, subject to the adoption of the legal basis. The estimated value of the contract is presently unknown; the amount planned for commitment in 2017 is EUR 54.52 MIO.	Unknown - subject to the adoption of the legal basis

<p>2.1.12 Implementation of the 2nd phase of shared backup services</p> <p>2.1.13 Implementation of the 2nd phase of shared services</p> <p>2.1.32 Technical design and implementation of the core business systems network test platform</p> <p>2.1.35 Implementation of SIEM of the Core Business Systems</p> <p>2.1.38 Operate and improve the Security and Continuity Management System Framework</p> <p>2.1.41 Implementation of centralised business continuity management platform software</p> <p>2.1.42 Implementation of technical security control architecture roadmap</p>	<p>Bo3o Shared System Infrastructure (Core Systems)</p>	<p>Shared backup services; Shared services; Security shared infrastructure projects</p>	<p>1. Implementation of a centralised horizontal Backup infrastructure to accommodate the capacity needs of all Core Business Systems' (CBS) in a more efficient and effective way.</p> <p>2. Horizontal implementation of the technical services (authentication, anti-virus, time synchronisation, etc.) that are currently deployed in an isolated ("silo") approach in all CBS.</p> <p>3. Technical design and implementation of the core business systems network test platform.</p> <p>4. Security shared infrastructure projects: implementation of Security Architecture; Security and Information Event Management (SIEM); Implementation of centralized business continuity</p>	<p>6.345.900</p>	<p>The projects will all be implemented under the framework contract for Common Shared Infrastructure to be launched in 2016 and awarded by Q1 2017.</p>	<p>Already launched in 2016</p>
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			<p>management platform software; Operate and improve the Security & Continuity Management System Framework.</p>			
<p>2.2.5 Definition and implementation of a maturity assessment model for the Agency</p>	<p>B030 Shared System Infrastructure (Core Systems)</p>	<p>Definition and implementation of a maturity assessment model for the Agency</p>	<p>More stable operational and supporting model</p>	<p>270.000</p>	<p>Through existing FWCs (eu-LISA or Commission)</p>	<p>No tenders planned</p>

2.2.2 Advanced reporting tool (study and validation)	B030 Shared System Infrastructure (Core Systems)	Advanced reporting tool study	Better fulfilment of eu-LISA agreements with Member States	300.000	Through existing FWCs (eu-LISA or Commission)	No tenders planned
2.2.7 Continuous improvement of eu-LISA process and service model based on ITIL best practice and the integrated ITSM tool	B030 Shared System Infrastructure (Core Systems)	Streamlining of eu-LISA ITSM processes for an efficient delivery	Overcoming the potential side effects produced by changes in the processes and tools	150.000	Through existing FWCs (eu-LISA or Commission)	No tenders planned
2.1.15 Management of unplanned changes to CBS	B030 Shared System Infrastructure (Core Systems)	Management of unplanned changes to the CBS	Resilience to unforeseen changes resulting from emergencies and threats (similar to "foreign-fighters project")	200.000	Through existing FWCs (eu-LISA or Commission)	No tenders planned
2.1.31 Conducting unified network study	B030 Shared System Infrastructure (Core Systems)	Conducting unified network study	Better fulfilment of eu-LISA legal obligation	510.400	Through existing FWCs (eu-LISA or Commission)	No tenders planned
2.2.1 Introduction of Advanced Network Statistics (study and test stage)	B030 Shared System Infrastructure (Core Systems)	Introduction of Advanced Network Statistics (study and test stage)	Better fulfilment of eu-LISA legal obligation	100.000	Through existing FWCs (eu-LISA or Commission)	No tenders planned

<p>External support to Shared System Infrastructure activities</p>	<p>B036 External Support Services directly related to Core Systems</p>	<p>External support services</p>	<p>Technical support to horizontal to all 3 large scale IT Systems (studies and support for the implementation of shared system infrastructure projects; sourcing of external expertise to deliver specialised training to Member states).</p>	<p>918.800</p>	<p>Specific contracts will be issued under the existing multi-lot framework contract LISA/2014/OP/03 (lot 1)</p>	<p>No tenders planned</p>
<p>2.3.5 Timely administrative support for advisory groups 2.3.27 Implementation of activities as listed in the Annual Internal Audit Plan</p>	<p>B037 Meeting and Mission directly related to core systems</p>	<p>Organisation of advisory group meetings; internal audit plan</p>	<p>Periodic gathering of the three advisory groups (one per system); other system related meetings and missions; Implementation of activities as listed in the Annual Internal Audit Plan</p>	<p>428.000</p>	<p>Specific contracts will be issued, as relevant, under the existing eu-LISA framework contract for event organisation (LISA/2014/OP/01 –lot 2)</p>	<p>No tenders planned</p>
<p>2.1.37 Implementation of activities as listed in the Annual Training Action Plan for Member States 2.3.24 Learning and development of technical skills</p>	<p>B038 Training directly related to operations</p>	<p>Implementation of activities as listed in the Annual Training Action Plan for Member States Learning and development of technical skills for</p>	<p>Training activities implementing the Annual Training Action Plan for Member States; Learning and development of technical skills for the</p>	<p>750.000</p>	<p>Specific contracts will be issued, as relevant, under the existing eu-LISA framework contracts for communication & event organisation (LISA/2014/OP/01 – lot 1)</p>	<p>No tenders planned</p>

for the management of IT systems		the management of IT systems	management of IT systems		and lot 2), and training (LISA/2015/OP/01).	
2.1.14 Operate, manage and maintain the backup data centre and backup operational site in St. Johann / Pongau, AT	B030 Shared System Infrastructure (Core Systems)	Back-up site premises and support thereto	Ensuring an uninterrupted functioning of CBS and limit the potential loss of data in case of incident on central unit	825.000	Rental of premises paid to Federal Authorities of Austria on the basis of a bilateral Seat Agreement; works and support to eu-LISA at BCU is provided by security-vetted companies preidentified by the Austrian Authorities in the Site Agreement (orders are issued as needed under an ad-hoc FWC).	No tenders planned
TOTAL				128.818.100		
Financing decision enabling the launch of the procurement procedure (will not lead to budgetary commitments in year 2017)	B031 SIS II	New MWO SIS II	The existing MWO framework contract (LISA/2014/RP/02) expires on 12/03/2018.		Yes. Restricted procedure to award a multi-year (4+1+1) service framework contract. Estimated value EUR 80 Mio.	Q1 2017

Annex X: Organisation chart year 2017

In 2015, the following changes were made to the organisational structure of eu-LISA affecting the headcount:

- The Resources and Administration Department (RAD) has been restructured with a creation of a Corporate Services Sector and change of name of the Budget and Finance Unit into the Finance and Procurement Unit¹²⁵.
- Functions of the Internal Communication Officer that since September 2014 have been temporarily shared by the Training Officer in the Human Resources and Training Unit and the Assistant to the Head of the Resources and Administration Department¹²⁶ were allocated to one person. A post of the Assistant to the Head of RAD was transformed into a post of Internal Communications Assistant and transferred to the GCU.
- In the General Coordination Unit, new Sectors were established¹²⁷: Corporate Governance and Planning Sector, the External Affairs and Capacity Building Sector and the External and Internal Communication Sector. For the appointment of the Heads of Sectors, no additional posts were created.
- In the Units of the Operations Department, new Sectors were established¹²⁸ without creation of any additional posts for the appointment of the Heads of Sector. In the Application Management Unit, five following sectors were established: Border Management Systems, Internal Security and Asylum Systems, Service Design and Transversal Services, Production Applications Support, Test and Integration Services. In the Operations Infrastructure Unit, the following three sectors were established: Service Desk Sector, Network Infrastructure Sector and System Infrastructure Sector.

For each organisational cell of eu-LISA it presents the number of the posts in brackets () and a number of vacant posts in square brackets [].

125 Decision No. 75/2014 of the Executive Director of eu-LISA of 6 October 2014 on updated organisational structure of eu-LISA.

126 Note of 26 September 2014 (ref. eu-LISA/RAD/O-608-2014) - Justification for transfer of AD5 post from the HRTU to BFU.

127 Decision No. 62/2015 of the Executive Director of eu-LISA of 4 September 2015 on Establishment of Sectors in the General Coordination Unit.

128 Decision No. 67/2015 of the Executive Director of eu-LISA of 15 September 2015 on Establishment of Sectors in the Operations Department.

European Agency for operational management of large-scale IT systems in the area of freedom, security and justice (eu-lisa)
Organisational structure with headcount - status on 31.12.2016

