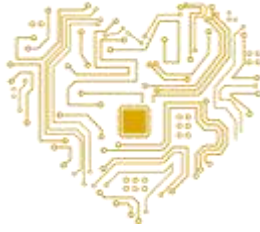


Single Programming Document 2023–2025



The Digital Heart of Schengen

Single Programming Document 2023–2025

Adopted by the eu-LISA Management Board on 21 December 2022

Document 2022–414 REV 1



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List of Acronyms

AI	artificial intelligence	EPMO	Enterprise Project Management Office
ALM	Application Lifecycle Management	ESP	European search portal
BaaS	Biometrics as a Service	ETIAS	European Travel Information and Authorisation System
BCU	backup central unit (backup centre in St Johann im Pongau)	EU	European Union
BCMS	Business Continuity Management Strategy	EUAN	European Union Agencies Network
BMS	Biometric Matching System	eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
CA	contract agent	Eurodac	European Asylum Dactyloscopy Database
CAC	Carrier Assistant Centre	Europol	European Union Agency for Law Enforcement Cooperation
CBS	core business systems	FG	Function Group
CEOS	Conditions of Employment of Other Servants of the European Union	Frontex	European Border and Coast Guard Agency
CIR	common identity repository	FSA	Final System Acceptance
CMMI	Capability Maturity Model Integration	FTE	full-time equivalent
CRRS	central repository for reporting and statistics	FwC	framework contract
CSI	common shared infrastructure	HR	Human Resources
DPO	Data Protection Officer	HRM	Human Resources Management
EC	European Commission	ICF	Internal Control Framework
ECA	European Court of Auditors	ICT	information and communication technology
ECRIS	European Criminal Records Information System	Interpol	International Criminal Police Organisation
ECRIS RI	European Criminal Records Information System reference implementation	IO	Interoperability
ECRIS-TCN	European Criminal Records Information System – third-country nationals	ISO SC37	ISO/IEC JTC 1/SC 37, Biometrics standardization subcommittee ¹
e-CODEX	e-Justice Communication via Online Data Exchange	IT	information technology
EDPS	European Data Protection Supervisor	ITIL	Information Technology Infrastructure Library
EES	Entry/Exit System	ITSM	IT service management
EMAS	Eco-Management and Audit Scheme	JHA	Justice and Home Affairs
EOPM	electronic operator manual	JHAAN	Justice and Home Affairs Agencies Network

¹ ISO/IEC JTC 1/SC 37, Biometrics is a standardization subcommittee under the Joint Technical Committee ISO/IEC JTC 1 overseen by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), tasked with developing and facilitating standards in the field of biometrics.

JIT	Joint Investigation Team	SLA	service-level agreement
KPI	key performance indicator	SM9	HP Service Manager version 9 – tool for registering user requests and incidents
LFS	legislative financial statements		
MFF	multiannual financial framework	SMAX	Service Management Automation X (the new generation of Micro Focus ITSM tool)
MID	multiple-identity detector		
OJ	Official Journal of the European Union	SNE	seconded national expert
OLA	Operational Level Agreement	SPD	Single Programming Document
OLAF	European Anti-Fraud Office	TA	temporary agent
PoC	proof of concept	TCN	third-country nationals
PPM	Project portfolio management	TEF	Transversal Engineering Framework
QMS	Quality Management System	TESTA	Trans European Services for Telematics between Administrations
sBMS	shared biometric matching service		
SEMM	Schengen Evaluation and Monitoring Mechanism	TESTA-ng	Trans European Services for Telematics between Administrations – new generation
SIRENE	Supplementary Information Request at the National Entries	TOF	Transversal Operations Framework
SIS	Schengen Information System	VDI	virtual desktop infrastructure
SIS AFIS	Schengen Information System Automated Fingerprint Identification System	VIS	Visa Information System
		WGAJ	eu-LISA Working Group on Artificial Intelligence

List of Legal Bases

eu-LISA Establishing Regulation	Regulation (EU) 2018/1726, OJ L 295, 21.11.2018, p. 99–137
Schengen Information System (SIS)	Regulation (EC) No 1987/2006, OJ L 381, 28.12.2006, p. 4–23 Council Decision 2007/533/JHA, OJ L 205, 7.8.2007, p. 63–84 Regulation (EU) 2018/1860, OJ L 312, 7.12.2018, p. 1–13 Regulation (EU) 2018/1861, OJ L 312, 7.12.2018, p. 14–55 Regulation (EU) 2018/1862, OJ L 312, 7.12.2018, p. 56–106 Regulation (EC) No 1986/2006, OJ L 381, 28.12.2006, p. 1–3 Regulation (EU) 2022/1190, OJ L 185, 12.7.2022, p. 1–9
Visa Information System (VIS)	Council Decision 2004/512/EC, OJ L 213, 15.6.2004, p. 5–7 European Commission Decision 2008/602/EC, OJ L 194, 23.7.2008, p. 3–8 Council Decision 2008/633/JHA, OJ L 218, 13.8.2008, p. 129–136 Regulation (EC) No 767/2008, OJ L 218, 13.8.2008, p. 60–81 Regulation (EU) No 2021/1133, OJ L 248, 13.7.2021, p. 1–10 Regulation (EU) No 2021/1134, OJ L 248, 13.7.2021, p. 11–87
European Asylum Database (Eurodac) Dactyloscopy	Regulation (EU) No 603/2013, OJ L 180, 29.6.2013, p. 1–30 Regulation (EU) No 604/2013, OJ L 180, 29.6.2013, p. 31–59 Regulation (EC) No 1560/2003, OJ L 222, 5.9.2003, p. 3–23
Entry/Exit System (EES)	Regulation (EU) 2017/2226, OJ L 327, 9.12.2017, p. 20–82
European Travel Information and Authorisation System (ETIAS)	Regulation (EU) 2018/1240, OJ L 236, 19.9.2018, p. 1–71 Regulation (EU) 2018/1241, OJ L 236, 19.9.2018, p. 72–73
European Criminal Records Information System on third-country nationals (ECRIS-TCN)	Regulation (EU) 2019/816, OJ L 135, 22.5.2019, p. 1–26
e-Justice Communication via Online Data Exchange (e-CODEX)	Regulation (EU) 2022/850, OJ L 150, 1.6.2022, p. 1–19
Interoperability	Regulation (EU) 2019/817, OJ L 135, 22.5.2019, p. 27–84 Regulation (EU) 2019/818, OJ L 135, 22.5.2019, p. 85–135
Data protection and processing	Regulation (EU) 2018/1725, OJ L 295, 21.11.2018, p. 39–98

Foreword



This programming document was finalised at a time when eu-LISA was celebrating its 10th anniversary. During its first decade, the Agency has become an indispensable building block of the Schengen architecture in the EU, and the main driver behind the digital transformation of the EU's Justice and Home Affairs domain. The Agency's work safeguards one of the fundamental rights of EU citizens – free movement within the Schengen Area. From its humble beginnings in 2012, eu-LISA has undergone a significant evolution from a small technical agency to becoming the 'digital heart' of Schengen, committed to supporting the efforts of the Member States to keep Europe open, strong and secure.

This year also marks the end of my tenure as eu-LISA's Executive Director. I am proud to leave the Agency standing on a solid foundation for sustaining and stepping up its efforts to keep Europe open while ensuring protection against the global threats of terrorism, organised crime, and irregular migration.

However, the large number of information systems entrusted to the Agency, together with the continuously evolving regulatory framework, frames a very challenging setting for eu-LISA's next decade, especially considering the ever-increasing pressure to deliver results with limited resources against the high expectations of our stakeholders. This Single Programming Document for the 2023–2025 period reflects eu-LISA's steadfast commitment and sustained efforts to maintain and enhance the Agency's operational efficiency and agility to tackle these challenges.

As eu-LISA enters its second decade, it will mark the completion of one of the most complex and challenging transformation programmes launched in the past decade anywhere in the world. In 2024, the Agency will deliver the JHA interoperability architecture for managing the EU's external borders and internal security, significantly improving secure information exchange among European law enforcement and judicial authorities. It will also serve as the cornerstone for the next stage of eu-LISA's development as the driver of the ongoing modernisation and digitalisation of the EU's JHA domain.

I remain confident that going forward, eu-LISA will continue to consolidate its role as a valuable and reliable partner for Member States and other stakeholders in the JHA domain. To that end, the Agency will continue to spearhead the digitalisation of the EU's border and migration management, internal security and justice cooperation by keeping a keen eye on the latest research and taking advantage of evolving technologies and innovative solutions.

In this respect, eu-LISA will pursue the following strategic priorities in 2023:

- safeguarding the uninterrupted availability of all JHA information systems entrusted to the Agency,
- ensuring continuous system evolution in line with relevant policy developments in the JHA domain,
- successfully delivering new JHA information systems – EES, ETIAS and ECRIS-TCN, and taking over the operational management of the e-CODEX system, while also ensuring the continued development of interoperability components,
- stepping up the Agency's contribution to the EU's justice domain, and
- in 2023, the Agency will undergo regular performance evaluation as stipulated in Article 39 of eu-LISA's establishing Regulation.

The activities included in this Single Programming Document for the 2023–2025 period also reflect eu-LISA's ongoing efforts and commitment to continue the development of its organisation, with a view to enhancing the Agency's efficiency and agility, while also maintaining a high level of retention, engagement and motivation among its staff. Throughout 2023, eu-LISA will continue its systematic and consistent approach to ensure the successful implementation of the activities outlined in this programme and deliver on its objectives in close and transparent collaboration with the Agency's numerous stakeholders.

As my tenure draws to a close, I want to take this opportunity to thank the Member States, the governments of the countries hosting the Agency's sites, the European Commission, the European Parliament, the Council of the EU and its Presidencies, and all our partner EU Agencies, for their unwavering support and constructive cooperation throughout these years.

Last but not least, I extend my sincere gratitude to all my colleagues at eu-LISA for their continued resilience and unwavering commitment to the Agency's mission. It's been my great honour and privilege to lead this Agency since its inception. Together, we have built and expanded our organisation from a small technical agency to the 'digital heart' of Schengen architecture.

I look forward to seeing its further evolution as the volume and complexity of eu-LISA's operations continue to grow.

Together as one!

Krum Garkov

Executive Director from 2012 to 2022

**The Agency's work safeguards one of the
fundamental rights of EU citizens – free movement
within the Schengen Area.**

Foreword by the Interim Executive Director



November 2022 marked the end of tenure for Krum Garkov who has led eu-LISA since its establishment in 2012. Under his leadership, the Agency grew from a small technical agency to a key enabler of the EU's asylum, visa and border management policies. Throughout his mandate, Krum Garkov was committed to ensuring the Agency's success and to making eu-LISA what it is today. The values of transparency, excellency and commitment will continue to guide the Agency in future.

As eu-LISA steps into a new decade, its priorities will remain unchanged. As a core priority, the Agency will continue ensuring stable operational management of the EU's JHA information systems, in conjunction with deploying several new systems and the overarching interoperability architecture. Furthermore, eu-LISA will also engage more actively in research and innovation to continue supporting the ongoing digitalisation of the JHA domain, with the expertise and practical know-how in developing and adopting modern tools and technologies.

The coming months will be crucial for the Agency and will set the stage for future work. Even before the appointment of a new Executive Director, the Agency will remain committed to delivering important EU priorities – all to continue the Agency's fundamental role of ensuring the security and freedom of movement of European citizens.

The Agency has set ambitious goals for its next decade, continuing to work with the same passion, commitment, and cooperation that has become part of eu-LISA's DNA. Together with our stakeholders, the Agency will further enhance the efficient functioning of the Schengen area.

Luca Tagliaretti

Interim Executive Director

Mission Statement

The European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) oversees the operations and continued evolution of the EU's large-scale IT systems in the domain of Justice and Home Affairs (JHA). Established in October 2011² and operational since December 2012, the Agency has evolved into the 'Digital Heart of the Schengen Area'. As such, eu-LISA is responsible for the efficient, smart, and information-driven management of the EU's external borders and contributes to internal security, visa, asylum and criminal justice policies.

By facilitating the freedom of movement in Europe – one of the fundamental rights of EU citizens – the Agency's operations constitute the **cornerstone of the EU's Schengen architecture**. To that end, eu-LISA provides high-quality services to the users of the EU's JHA information systems, while also ensuring a high level of data protection in compliance with Union data protection law and respective provisions for each large-scale IT system under its purview.

To ensure advanced expert support to the operational management of JHA information systems, the Agency monitors the latest developments in research and innovation, tests new technologies and solutions, and supports the Commission, the Member States and other EU agencies in its areas of expertise.

The Agency is responsible for the operational management, evolutions and future development of the following EU JHA information systems and their respective communication infrastructures:

- Schengen Information System (SIS),
- Visa Information System (VIS),
- European Asylum Dactyloscopy Database (Eurodac).

By the end of 2023, the Agency will have finished the development and assumed responsibility for the operational management of the three new JHA information systems:

- Entry/Exit System (EES),
- European Travel Information and Authorisation System (ETIAS),
- European Criminal Records Information System – third-country nationals (ECRIS-TCN).

Moreover, in 2023, the Agency is slated to assume responsibility for the operational management of the **e-CODEX** (e-Justice Communication via Online Data Exchange) system.

Furthermore, throughout 2023, eu-LISA will continue the implementation of the EU's new information architecture for border management and internal security, in close collaboration with the Member States, Frontex, Europol and the European Commission. This new information architecture will ensure **interoperability between the EU's large-scale JHA information systems** while improving access to relevant national and EU authorities. As such, it will constitute an essential part of the EU's response to the public demand and high-level political expectations for more efficient management of the Union's external borders for enhanced internal security.

The Agency is also committed to remaining transparent and accountable to its stakeholders and EU citizens, upholding its solid reputation and visibility through various outreach activities.

LEGAL BASES

The Agency's Establishing Regulation and the overarching regulatory framework for the large-scale IT systems under its remit are outlined in the section **List of legal bases**.

DISCOVER MORE

For a more in-depth look into eu-LISA's core activities for a safer Europe, visit the **Discover eu-LISA portal**.

² Regulation (EU) 2018/1726 of the European Parliament and of the Council of 14 November 2018 on the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), and amending Regulation (EC) No 1987/2006 and Council Decision 2007/533/JHA and repealing Regulation (EU) No 1077/2011.



MISSION

Our mission is to support the EU and the Member States in their effort to keep Europe open and secure through advanced technology.



VISION

We strive to provide high-quality, efficient services and solutions, align the advancing technologies with the evolving needs of the EU and the Member States, and drive digital transformation in Justice and Home Affairs.



CORE VALUES

Our vision and mission are translated into operational activities by applying the core values of accountability, transparency, excellence, continuity, teamwork and first-rate customer service.

ACCOUNTABILITY

Deploying a sound governance framework, cost-efficient operations and sound financial management.

TRANSPARENCY

Ensuring regular and open communication with the Agency's key stakeholders and engaging in continuous dialogue for defining the Agency's long-term strategy.

EXCELLENCE

Operating the right organisational structure, people and processes, ensuring service continuity and functional comprehensiveness of tools provided 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

Seeking to empower each individual team member to make the best use of their knowledge and experience, contributing to shared success

CUSTOMER FOCUS

Ensuring that the Agency is aligned with the needs and demands of its stakeholders at all times.



HEAD-QUARTERS

Tallinn, Estonia



TECHNICAL SITE

Strasbourg, France



TECHNICAL BACK-UP SITE

St Johann im Pongau, Austria



LIAISON OFFICE

Brussels, Belgium

DATA PROTECTION

In pursuing its mission, priorities, objectives and daily activities, the Agency is committed to ensuring a high level of data protection, in compliance with Union data protection law, including specific provisions for each large-scale IT system under its purview, as provided in Article 2(f) of eu-LISA's Establishing Regulation.

The processing of personal data by eu-LISA observes fundamental rights, including **respect for private and family life** and **personal data protection** as enshrined in Articles 7 and 8 of the EU Charter of Fundamental Rights. The Agency respects all principles relating to the processing of personal data as per Regulation (EU) 2018/1725³, namely purpose limitation, data minimisation, accuracy, accountability, storage limitation, integrity and confidentiality. In the implementation and operational management of JHA information systems, and their interoperability, eu-LISA gives particular attention to the principle of **data protection by design and by default**, as set out in Article 27 of Regulation (EU) 2018/1725, Article 25 of Regulation (EU) 2016/679⁴ and Article 20 of Directive (EU) 2016/680.⁵

³ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

⁵ Directive (EU) 2016/680 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data, and repealing Council Framework Decision 2008/977/JHA.

Introduction

The Single Programming Document⁶ (SPD) for the 2023–2025 period presents a structured overview of the Agency's planned objectives and activities to ensure transparency, accountability and efficient use of the financial and human resources allocated to eu-LISA.

This SPD serves as **guidance on eu-LISA's priorities** and activities based on the Agency's operational objectives and the EU's political priorities. As such, it provides the Agency's stakeholders with **clarity and assurance** that eu-LISA is taking a systematic and consistent approach toward fulfilling its mandate by efficiently using allocated human and financial resources.

In addition, the SPD also **serves as a financing decision outlining eu-LISA's resource allocations across all activities planned for 2023**. The document is in line with the Agency's long-term strategy for 2021–2027, adopted by the Management Board in November 2021, and used as the baseline for setting eu-LISA's strategic objectives and priorities.

- Section 1 provides an overview of the overall **economic, policy and regulatory context** of the Agency's work.
- Section 2 outlines the **three-year multiannual plan (2023–2025)**, activities and resources, providing a detailed overview of the Agency's long-term focus and plans to deliver strategic goals and objectives.
- Section 3 further elaborates on how the Agency plans to execute its **multiannual priorities in 2023**, including a breakdown of human and financial resources needed to achieve those objectives.
- The **annexes** to this document provide a comprehensive look into the utilisation of resources, while also providing additional transparency concerning the Agency's work and operations.

Structure of this programming document

The Agency structured this programming document in compliance with the Commission's guidelines⁷. The presentation of the Agency's activities is built around **defined portfolios** to reflect eu-LISA's operating model and dependencies between individual projects and activities. In this context, a '**portfolio**' refers to a collection of activities, individual projects and non-project tasks managed as a group.

This approach ensures better coordination between projects and non-project activities while facilitating the achievement of eu-LISA's strategic and operational objectives. Last but not least, it enables certain synergies and economies of scale, especially more efficiently utilising available human and financial resources.

At present, the Agency has delineated the following five portfolios⁸:

- **New systems and Innovation:** development and implementation of new JHA information systems (i.e., EES, ETIAS and ECRIS-TCN) and interoperability components (i.e., ESP, CIR, MID, and CRRS).
- **Operational Management and Recast Regulations:** operational management of existing JHA information systems (i.e., SIS, VIS, Eurodac).
- **Infrastructure:** operational maintenance and evolution of the entire network, the data centre and the common shared infrastructure (CSI).
- **Transversal activities:** activities that directly support eu-LISA's core business operations, such as security and business continuity, release management, testing and transition, quality assurance and capability development.
- **Corporate activities:** eu-LISA's administration and governance function.

⁶ Article 24(3)(d) of the Establishing Regulation (EU) 2018/1726 requires the Executive Director to prepare and submit the draft Single Programming Document to the Management Board after consultation with the Commission and the Advisory Groups. Articles 19(1)(q) and (r) of the same Regulation mandate the Management Board to adopt the Agency's Single Programming Document.

⁷ Communication from the Commission of 20 April 2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report, COM (2020) 2297 final.

⁸ The number of portfolios is not fixed and is subject to change over time depending on the evolution of the tasks assigned to the Agency.

I.
GENERAL
CONTEXT

Policy Context

In the coming years, the European Union will continue facing the dual ambition of, on the one hand, remaining open as an integral part of a globalised and interconnected world, and on the other hand, maintaining internal security for its citizens, residents, visitors, territory and infrastructure.

To address this dual ambition, eu-LISA's mandate and core operational activities contribute to implementing the **political guidelines set by the European Commission for the 2019–2024 period**⁹. In particular, the Agency's work aligns well with the Commission's priority to **promote the European way of life** by upholding a fully functioning Schengen Area. To that end, the Agency works towards strengthening the EU's external borders by contributing to migration management and internal security initiatives and supporting the European asylum system reform. As for the Commission's priority focusing on the **digital transformation of Europe**, eu-LISA concentrates its contribution on the area of artificial intelligence (AI) and its future gradual application to the IT systems under its remit, in line with relevant data protection and security regulations. Additionally, the Agency is stepping up its efforts in driving the digitalisation of justice, while continuing the digitalisation of the EU's migration, asylum and visa procedures falling under its mandate.

In 2023, the European Union will continue to support Ukraine, its population, and the Europeans who are facing difficulties as a consequence of the war, in every way possible.¹⁰ As Russia's war of aggression against Ukraine continues, eu-LISA is committed to pursuing its assistance to the EU Institutions and Member States with all the tools available under its mandate. The Agency contributes to the EU's support to Ukraine through the joint work done within the Justice and Home Affairs Agencies' Network and stands ready to provide advice or support to the Commission and the Member States on technical issues related to existing or new systems. Notably, as the war has reshaped the cybersecurity threat landscape,¹¹ eu-LISA will pursue its collaboration with the EU institutions and agencies on cybersecurity.

The efficiency and effectiveness of the **EU policies on asylum, immigration and external border control**, and the ability to respond to **continuously evolving security threats** (i.e., terrorism, organised crime and cybercrime), rely on the timely and comprehensive exchange of information between relevant national and European authorities, best facilitated by modern information systems. New systems expected to start operation by 2023–2024 (i.e., EES, ETIAS and ECRIS-TCN) will support all these operational and business needs and policy demands. Together with the new interoperability architecture to be delivered in 2024, these will provide an integrated intelligent approach to ensuring Europe's internal security. With the responsibility for the operational management of existing and new information systems and their interoperability components, eu-LISA will continue to be one of the **key stakeholders in the EU's JHA domain**.

In this context, the Agency remains committed to implementing the objectives of the **EU Security Union Strategy**¹², particularly the fourth strategic priority of building a strong European security ecosystem. Following the full implementation of the SIS Recast Regulations in March 2023, eu-LISA will continue to support the evolution of SIS to facilitate the cooperation between law enforcement, border and migration authorities across Europe. Through the development of the Entry/Exit System, the European Travel Information and Authorisation System and the upgraded Visa Information System, eu-LISA will ensure modern and efficient management of external borders that serve the dual benefit of maintaining the internal security of the Schengen Area, while also facilitating international travel and freedom of movement. In this respect, the Agency is also involved in and contributes to the discussions on the future revision of the Advance Passenger Information (API) Directive set to streamline traveller identification and simplify border management even further.

Soon, two legislative proposals — Prüm II and visa digitalisation — are expected to be added to the Agency's portfolio. First, the proposed **Prüm II Regulation**¹³ (on automated data exchange for police cooperation) will task eu-LISA with the development and subsequent operational management of the Prüm II router that will replace the current system of individual connections between the national databases in each Member State. Once operational, it will facilitate information exchange and improve cooperation between the Member States, using the new interoperability architecture. Although the regulatory details are still under negotiation, the proposal schedules the go-live for the router in 2027. Second, on the digitalisation of visa procedures, the

⁹ Political Guidelines for the Next European Commission 2019–2024: https://ec.europa.eu/info/strategy/priorities-2019–2024_en

¹⁰ State of the Union 2022, Letter of Intent to President Roberta Metsola and to Prime Minister Petr Fiala, 14 September 2022.

¹¹ ENISA Threat landscape 2022, October 2022, <https://europa.eu/!4qBKPv>

¹² Communication from the Commission on the EU Security Union Strategy, COM (2020) 605 final.

¹³ Proposal for a Regulation on automated data exchange for police cooperation ("Prüm II"), amending Council Decisions 2008/615/JHA and 2008/616/JHA and Regulations (EU) 2018/1726, 2019/817 and 2019/818 of the European Parliament and of the Council, COM (2021) 784 final.

Commission put forward a proposal for a regulation tasking eu-LISA with the development and management of an **online Schengen visa application platform**,¹⁴ with estimated entry into operation by 2026.

In addition, eu-LISA's work takes guidance from the Commission's **Schengen Strategy**¹⁵ and the revised **Schengen Evaluation and Monitoring Mechanism (SEMM)**¹⁶. The Schengen Strategy aims to fortify and improve the resilience of the Schengen zone — the world's largest free movement area. The revised SEMM helps the Member States implement the Schengen *acquis* by strengthening several elements of the evaluation and monitoring mechanism, including the role of the EU's JHA agencies. In this regard, eu-LISA will continue to participate actively and contribute to SEMM as requested by the European Commission. In principle, all JHA information systems operated by eu-LISA serve as compensatory measures to facilitate free movement within the Schengen Area. Therefore, their continued evolution is paramount to the EU and eu-LISA.

In implementing the **New Pact on Migration and Asylum** proposed by the European Commission,¹⁷ eu-LISA will continue to play an important role in further developing the EU's asylum application management system Eurodac. Under the future Recast Eurodac Regulation,¹⁸ an integral part of the proposed Pact, the Agency will continue overseeing its implementation, which will, in turn, constitute an essential element in rebuilding trust between the Member States and overall confidence in the capacity of the EU to manage migration. Once operational, the new Eurodac will become the central platform to exchange comprehensive information on asylum and irregular migration, facilitating more efficient migration and asylum management across the EU.

When it comes to artificial intelligence, eu-LISA is one of the key stakeholders contributing to the development of an integrated and coherent **European approach to artificial intelligence**.¹⁹ Supported by the European Commission, eu-LISA's ambition is to become the EU's Centre of Excellence in Artificial Intelligence in the area of internal security, migration and justice. To that end, the Agency continues to build internal capabilities and expand its subject matter expertise, in line with the internal document 'Roadmap for AI initiatives at eu-LISA'. eu-LISA's **Working Group on Artificial Intelligence (WGAI)**, comprising experts from the European Commission, EU Agencies and Member State authorities support this roadmap's implementation. In addition, eu-LISA will also continue exploring the possibilities, benefits and limitations of the use of AI within its core business systems, for example, in the shared biometric matching service (sBMS), the European Travel Information and Authorisation System (ETIAS) or the central repository for reporting and statistics (CRRS), as well as in supporting applications, such as monitoring of eu-LISA applications and infrastructure. The Agency is also actively looking at the use of AI in cybersecurity.

eu-LISA will remain at the forefront of **digital innovation in the EU JHA community**. The readiness to deploy more sophisticated, flexible and integrated IT systems and tools is integral to the Union's response to ever-evolving security threats. All of eu-LISA's focus areas — border control, migration, internal security, and the justice domain — are undergoing fundamental transformation through digitalisation and automation, replacing activities performed manually, e.g., passport stamping. This transition requires eu-LISA, as the core service provider, to focus more attention on cybersecurity and combating threats in the cyber domain. The Agency recognises the challenges arising from the digital age and is committed to ensuring that all its activities comply with the Commission's recent proposal for a directive on measures for a high common level of cybersecurity across the Union, i.e., the **Revised Directive on Security of Network and Information Systems (NIS2 Directive)**²⁰. The directive provides a wide range of measures for ensuring secure information exchange between the Member States and relevant EU agencies, and the overall security of the JHA IT systems.

¹⁴ Proposal for a Regulation of the European Parliament and of the Council amending Regulations (EC) No 767/2008, (EC) No 810/2009 and (EU) 2017/2226 of the European Parliament and of the Council, Council Regulations (EC) No 1683/95, (EC) No 333/2002, (EC) No 693/2003 and (EC) No 694/2003 and Convention implementing the Schengen Agreement, as regards the digitalisation of the visa procedure, COM (2022) 658 final.

¹⁵ Communication from the Commission to the European Parliament and the Council "A strategy towards a fully functioning and resilient Schengen Area", COM (2021) 277 final.

¹⁶ Council Regulation (EU) 2022/922 of 9 June 2022 on the establishment and operation of an evaluation and monitoring mechanism to verify the application of the Schengen *acquis*, and repealing Regulation (EU) No 1053/2013.

¹⁷ Communication from the Commission on a New Pact on Migration and Asylum, COM (2020) 609 final.

¹⁸ Amended proposal for a Regulation on the establishment of 'Eurodac', for the comparison of biometric data for the effective application of Regulation (EU) XXX/XXX [Regulation on Asylum and Migration Management] and of Regulation (EU) XXX/XXX [Resettlement Regulation], 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 and amending Regulations (EU) 2018/1240 and (EU) 2019/818, COM (2020) 614 final.

¹⁹ Proposal for a Regulation of the European Parliament and of the Council laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) and amending certain union legislative acts, COM (2021) 2026 final.

²⁰ Proposal for a Directive of the European Parliament and of the Council on Measures for a High Common Level of Cybersecurity across the Union, repealing Directive (EU) 2016/1148, COM (2020) 823 final.

To ensure stable service delivery to all stakeholders, eu-LISA will continue to fortify its organisational resilience. It is doing this by implementing a common approach to business continuity and disaster recovery for all JHA information systems under its purview. As of 2023, the Agency will be obliged to implement the security requirements stemming from two legislative proposals put forward in 2022 — one for an EU regulation on information security, and the other on cybersecurity.²¹ Once adopted, both regulations will apply to all EU institutions, bodies and agencies, and eu-LISA will have to adapt its current security and business continuity policy framework to the new regime.

Priorities for 2023

Based on the overview provided above, eu-LISA has set the following six priorities to underpin its work programme for 2023:

- **Priority 1:** ensuring the stable and uninterrupted operation and implementation of evolutions of systems managed and services delivered by eu-LISA (i.e., SIS, VIS, Eurodac, ECRIS RI),
- **Priority 2:** proceeding with the implementation and development of new JHA information systems entrusted to eu-LISA (i.e., EES, ETIAS, ECRIS-TCN and e-CODEX), and the interoperability architecture,
- **Priority 3:** providing support and subject matter expertise to the Commission and the Member States,
- **Priority 4:** stepping up the Agency's contribution to the EU's justice domain,
- **Priority 5:** progressing with the second extension of eu-LISA's operational site in Strasbourg,
- **Priority 6:** preparing for the Agency's regular evaluation in accordance with Article 39 of eu-LISA's establishing Regulation.

▾ PRIORITY 1

ENSURING THE STABLE AND UNINTERRUPTED OPERATION AND IMPLEMENTATION OF EVOLUTIONS OF SYSTEMS MANAGED AND SERVICES DELIVERED BY EU-LISA

eu-LISA will continue overseeing the **operational management and evolutions** of the EU's large-scale JHA information systems and their respective communication infrastructures on a 24/7 basis. This includes the uninterrupted availability of the systems in accordance with the respective service-level agreements (SLAs) and pro-active support to national authorities and EU agencies using the systems while ensuring compliance with applicable data protection and information security standards and legal instruments.

In 2023, the Agency will continue implementing the **revised Visa Information System (VIS)**²² to enhance the internal security of the Schengen Area with newly added functionalities, in particular, the integration of long-stay visas and residence permits into the system to allow for a more thorough background check of visa applicants. This solution will close a critical information gap for border control and security by enabling automatic checks of all new visa applications entered in the VIS against the data stored in all other EU JHA information systems for internal security and migration.

Although the development of Eurodac depends on the progress made with the drafting and subsequent adoption of the **recast Eurodac Regulation**, eu-LISA is ready to progress with the implementation of the necessary development work and integration with the interoperability components.

During 2023, the Agency must also ensure the effective and efficient start of the operational management of the **new systems** that will become fully operational in the middle and at the end of 2023, i.e., the Entry/Exit System (EES), the European Travel Information Authorisation System (ETIAS), and the European Criminal Records Information System for third-country nationals (ECRIS-TCN).

²¹ Proposal for a Regulation of the European Parliament and of the Council on information security in the institutions, bodies, offices and agencies of the Union, COM (2022) 119 final, and Proposal for a Regulation of the European Parliament and of the Council laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union, COM (2022) 122 final.

²² Proposal for a Regulation amending Regulation (EC) No 767/2008, Regulation (EC) No 810/2009, Regulation (EU) 2017/2226, Regulation (EU) 2016/399, Regulation XX/2018 [Interoperability Regulation], and Decision 2004/512/EC and repealing Council Decision 2008/633/JHA, COM (2018) 302 final.

What is more, ensuring the successful takeover of the operational management of the e-CODEX system will also serve as one of the key milestones for eu-LISA, particularly regarding the Agency's contribution to the EU's justice domain.

Additionally, to further ensure the uninterrupted availability of the systems managed by eu-LISA and the availability of services to the Member States, one of the critical developments in the upcoming years is the implementation of the **active-active solution**²³ enabling load balancing.

▾ PRIORITY 2

PROCEEDING WITH THE IMPLEMENTATION AND DEVELOPMENT OF NEW SYSTEMS ENTRUSTED TO EU-LISA, AND THE INTEROPERABILITY ARCHITECTURE

In addition to the operational management and development of existing JHA information systems, the Agency needs to develop and launch several new systems that are all expected to be fully functional by the end of 2023. As part of an iterative approach, the development of these new systems has progressed in parallel with the development of interoperability components, which will make up the **new interoperability architecture** for the JHA information systems by mid-2024.

As of 2023, eu-LISA will be responsible for **developing and maintaining the e-CODEX system**. To ensure the successful takeover of the operational management of e-CODEX, the Agency will dedicate the first part of the year to finalising the transfer process started in 2022. To that end, eu-LISA will support the drafting and implementing of the respective legal instruments while securing the necessary resources and staff for managing this particular system.

Another important priority for eu-LISA is achieving **interoperability** between all JHA information systems entrusted to the Agency, enabling these systems to exchange data and share information. In 2023, eu-LISA will focus on overall systems integration, particularly the migration of biometric data from different systems to the shared biometric matching service (sBMS). The Agency will also work on ensuring that the interoperability components are ready to undergo a successful transition to operation in 2023–2024. Finally, to continue the development of biometric services and systems, eu-LISA intends to significantly increase its investments in relevant research projects while also improving the level of high-quality support to its stakeholders.

▾ PRIORITY 3

PROVIDING SUPPORT AND EXPERTISE TO THE COMMISSION AND THE MEMBER STATES

The Agency will continue the implementation of its expanded mandate in the area of research, development and innovation by focusing on the monitoring of relevant research, implementing pilot projects and proofs of concept, carrying out testing activities, as well as providing project-based expert support to the Commission and the Member States. Except for research monitoring and innovation activities focusing on internal eu-LISA processes, engagement in these activities will depend on specific requests from the Commission or the Member States. In addition, eu-LISA will continue coordinating the implementation of the Roadmap for Standardisation for Data Quality Purposes²⁴. In this context, one of the major initiatives is establishing a **testing lab for technical equipment and solutions used** for the EU's JHA systems overseen by eu-LISA. The Agency will set up the testing lab in close collaboration with Frontex and other relevant stakeholders.

The Agency will also focus on the continued development of internal capabilities in the area of **artificial intelligence** to set up and lead the EU's Centre of Excellence in Artificial Intelligence in the area of internal security, migration and justice, while also continuing to support the Member States in the development of AI capabilities within the framework of the eu-LISA Working Group on Artificial Intelligence.

²³ **Active-active solution** is a technological high availability setup allowing the uninterrupted operation of large IT systems by utilising at least two data centres that both serve the application at any time. This solution provides more assurance for system maintenance with almost no downtime during incidents and planned maintenance. Additionally, load balancing provides better performance in case of high usage. In extreme cases where one of the sites (e.g., the backup centre in St Johann im Pongau) is completely down, it would mitigate the risk of complete unavailability in case the central unit should also fall out of operation. Without implementing an active-active solution, the Agency will not be able to ensure no downtime during incidents and planned maintenance.

²⁴ Note from the Presidency of the Council of the EU to the Working Party on JHA Information Exchange (IXIM) / Mixed Committee: Roadmap for standardisation for data quality purposes, 11824/2/20, 11 November 2020.

Additionally, eu-LISA is committed to actively engaging in and contributing to the projects of the **EU Innovation Hub for Internal Security** — in particular on the topics mentioned above — to ensure that the Hub matures as the central point of reference for European innovation initiatives in the JHA domain, i.e., among JHA agencies, EU institutions, the Member States, industry, academia and civil society.

Finally, in addition to the operational management of the new systems entrusted to eu-LISA, the Agency's mandate also includes end-user training for the Member States and other agencies.

▾ PRIORITY 4

STEPPING UP THE AGENCY'S CONTRIBUTION TO THE EU'S JUSTICE DOMAIN

After assuming the operational management of the ECRIS-TCN, the Agency will continue expanding the portfolio of digital services provided to the EU's justice domain, in line with the EU's plans for the digitalisation of justice²⁵. As of 1 July 2023, eu-LISA will be primarily responsible for the support and evolution of the **e-CODEX** (e-Justice Communication via Online Data Exchange), the computerised system for the electronic exchange of data in cross-border judicial cooperation in civil and criminal matters. eu-LISA will become fully responsible for the system after completing the takeover by the end of 2023.

In December 2021, the Commission proposed²⁶ for eu-LISA to oversee the design, development and maintenance of the **Joint Investigation Teams (JITs) collaboration platform**. The proposed timeline schedules the platform's development for 2024–2025, and it should become operational in 2026. Assuming responsibility for the developing and operational management of digital systems in the justice domain, such as the JIT collaboration platform, eu-LISA will increase its overall engagement and establish closer partnerships with the EU's justice community.

▾ PRIORITY 5

PROGRESSING WITH THE SECOND EXTENSION OF EU-LISA'S OPERATIONAL SITE IN STRASBOURG

To ensure eu-LISA's ability to host existing and future large-scale IT systems, the Agency has successfully initiated the building of the **second extension for its operational premises in Strasbourg**, France.

In 2023, after the completion of the design services tender, eu-LISA will launch the technical design study to ensure the quality of the final project, its conception, cost management and future compliance with the level of performance required. The process will culminate in selecting the architectural firm to implement the project's design phase. Based on feedback received and in close collaboration with the Agency, the designer will produce the detailed design and the execution plans by the second half of 2024. The project plan foresees the completion of the second extension building by the first half of 2028. The Agency plans to request the approval of the budgetary authority before initiating any works-related contracts. At the same time, the Agency continues to keep the budgetary authority regularly updated on the progress made with the project.

▾ PRIORITY 6

PREPARING FOR THE AGENCY'S REGULAR EVALUATION IN ACCORDANCE WITH ARTICLE 39 OF EU-LISA'S ESTABLISHING REGULATION

Under Article 39 of the eu-LISA establishing Regulation, the Agency must undergo a **regular external evaluation** by 12 December 2023. This evaluation will focus on eu-LISA's objectives, mandate, locations and tasks to identify recommendations for any possible amendments to the establishing Regulation.

Throughout this process, the Agency will provide input for the external evaluation as requested (incl. benchmarking exercise in 2022 for additional input). The external evaluator must deliver the final evaluation report by the end of 2023. Following the evaluation, and considering the recommendations of the Management Board, the Agency will present an action plan addressing the issues identified, and support the Commission if these recommendations warrant any further expansion of eu-LISA's mandate.

²⁵ Communication from the Commission on the Digitalisation of Justice in the European Union: A Toolbox of Opportunities, COM (2020) 710 final.

²⁶ Proposal for a Regulation of the European Parliament and of the Council establishing a collaboration platform to support the functioning of Joint Investigation Teams and amending Regulation (EU) 2018/1726, COM (2021) 756 final.

II. MULTIANNUAL PROGRAMMING

2023–2025

Multiannual Programming for 2023–2025

1. Multiannual Work Programme

Over the past 10 years, eu-LISA has grown from a small technical agency into a reliable and trusted contributor to the EU’s digitalisation policies in the Justice and Home Affairs (JHA) domain. The Agency engages in proactive cooperation and information exchange between the relevant stakeholders at the EU level, upholds the fundamental rights of European citizens, and observes the highest data protection and information security standards.

Within the framework of the EU’s **Security Union Strategy for 2020–2025**²⁷ and the **New Pact on Asylum and Migration**²⁸, the Agency will remain focused on operational activities that address and contribute to the different dimensions of managing the EU’s external borders, the safe movement of people within the Schengen Area, and supporting effective migration management. eu-LISA, taking guidance from these objectives, is committed to improving, strengthening and streamlining its service delivery, in line with the avenues outlined in the political priorities and relevant policies in the JHA domain.

The following section provides a general overview of eu-LISA’s strategic direction and defined multiannual objectives for delivering its mandate and long-term strategy for 2021–2027, focusing on how the Agency strives to meet these priorities in the upcoming years.

1.1. Long-term strategy

The Agency’s **long-term strategy for the period 2021–2027**, adopted by the Management Board in November 2021²⁹, reflects eu-LISA’s mandate and priorities, defined in dialogue with its stakeholders, while also taking into consideration the changes and challenges from the Agency’s operational environment and organisational development needs.

The strategic objectives outlined below comply with and seek to bolster eu-LISA’s primary mission of achieving excellence in technological solutions and the digitalisation of public services to support the Member States in their efforts to keep Europe open and secure.

To that end, the Agency has aligned its long-term and annual activities with the four strategic goals which are subject to regular monitoring and assessments and will be adapted between 2021 and 2027 to meet the evolving needs of the organisation and its stakeholders.

The Agency has scheduled the mid-term review of eu-LISA’s long-term strategy for 2024.



²⁷ Communication from the Commission on the EU Security Union Strategy, COM (2020) 605 Final.

²⁸ Communication from the Commission on a New Pact on Migration and Asylum, COM (2020) 609 Final.

²⁹ eu-LISA Strategy 2021–2027, eu-LISA, November 2021, <https://www.eulisa.europa.eu/Publications/Corporate/eu-LISA%20Strategy%202021–2027.pdf>

1.2. Objectives, activities, projects/tasks and resources for 2023–2025³⁰

The following section provides an overview of the indicative planning of eu-LISA's work for 2023–2025, building on the developments from previous years. The multiannual work programme, built around strategic goals and objectives, lists specific activities and their expected deliverables together with the necessary aggregated resources to ensure the achievement of the Agency's objectives. The proposed programme reflects the defined key elements and initiatives for each high-level strategic objective that guides the implementation of the vision outlined in the long-term strategy.

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

The Agency is committed to maintaining its operational excellence by ensuring the highly secure, stable and continuous operation of the EU JHA information systems while ensuring their continued evolution and delivery of related services in accordance with the best practices and industry standards. At the same time, the Agency will remain an agile partner to the Member States, the EU institutions and partner agencies in delivering high-value technology and expertise to support their decision-making and policy implementation.

Key activities:

- managing all JHA information systems and services entrusted to the Agency in compliance with the legal requirements, e.g., assuming operational management of the e-CODEX system, implementing VIS and Eurodac Recasts, finalising the implementation of the interoperability architecture, as well as commencing with the implementation of the active-active solution,
- introducing and implementing innovative solutions, developing services in a standardised way and in line with regulatory requirements and stakeholder needs, e.g., ensuring the entry into operation of a new contractual arrangement for all systems,
- enhancing and ensuring an appropriate level of security, resilience and availability of all JHA systems, e.g., setting up a Computer Security Incident Response Team (CSIRT),
- delivering appropriate training to all relevant stakeholders based on their identified needs, e.g., setting up a training portfolio for the new systems and components.

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
ENSURE HIGHLY SECURE, COST-EFFECTIVE AND CONTINUOUSLY AVAILABLE SOLUTIONS AND SERVICES TO EU-LISA'S STAKEHOLDERS WITHIN THE REMIT OF ITS MANDATE									
Programme: New systems				1.27	23.75	30.75	0.90	10.85	14.70
EES				1.27	8.34	12.84	0.90	8.40	10.35
	EES Core maintenance	11/2023	12/2023						
	Web services maintenance	11/2023	12/2023						
	EES infrastructure refreshment	02/2024	05/2026						
ETIAS				-	15.41	17.91	-	2.45	4.35
	ETIAS active-active hot standby	01/2024	12/2025						
	ETIAS maintenance	05/2024	12/2024						
	ETIAS infrastructure refreshment	02/2025	12/2026						
Programme: Justice systems				2.52	2.93	3.42	4.05	4.05	4.05
e-CODEX				0.89 ³¹	1.29	1.29	2.10	2.10	2.10
	Handover and subsequent maintenance e-CODEX system	01/2023	12/2023						

³⁰ The budget estimates present expenses under Title 3. The resource estimations for 2024 and 2025 are indicative and will be subject to changes in the following SPDs when more information is available.

³¹ The staff plan derived from the Commission proposal for e-CODEX envisages 2 CA posts in Q4 of 2022 and 3 TA posts in 2023. Part of these resources will be used for the activities listed here under Interoperability Programme.

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
ECRIS-TCN / ECRIS RI				1.63	1.63	2.13	1.95	1.95	1.95
	ECRIS RI maintenance	01/2023	12/2023						
	ECRIS-TCN maintenance	12/2023	12/2023						
Programme: Interoperability				13.38	38.68	18.62	3.20	11.90	6.75
sBMS				13.38	35.01	13.95	3.20	7.15	6.75
	sBMS maintenance	12/2023	12/2024						
	sBMS progressive capacity upscale and further improvements	08/2024	12/2025						
CIR				-	2.56	3.28	-	2.45	-
	CIR and MID maintenance	01/2024	12/2024						
ESP				-	0.52	0.80	-	0.95	-
	ESP maintenance	01/2024	12/2024						
CRRS				-	0.59	0.59	-	1.35	-
	CRRS maintenance	01/2024	12/2024						
Programme: Operational management of systems in production				34.81	57.33	39.13	79.40	81.30	81.00
SIS				14.00	30.13	12.15	10.70	13.60	13.30
	SIS AFIS maintenance	01/2023	12/2023						
	SIS maintenance	01/2023	12/2023						
	SIS support to the Member States	01/2023	12/2023						
	SIS AFIS migration to sBMS	01/2022	09/2025						
	SIS active-active development	03/2024	12/2026						
VIS				13.00	22.25	22.55	6.00	5.70	5.70
	VIS maintenance	01/2023	12/2023						
	VIS Recast maintenance	04/2024	12/2024						
Eurodac				5.75	4.30	4.00	3.80	3.90	3.90
	Eurodac — DubliNet maintenance	01/2023	12/2023						
First- and second-level support and operational service tools				2.06	0.65	0.43	58.90	58.10	58.10
	24/7 1st level support for the operational management of the systems – eu-LISA Service Desk	01/2023	12/2023						
	24/7 2nd level application support for operation management of the core business systems	01/2023	12/2023						
	EOPM replacement implementation	01/2023	01/2024						
	Event management — purchase, implementation and maintenance of the event management core system	10/2022	12/2023						
	Migration of SM9 towards SMAX – proof of concept	01/2023	06/2023						
	Migration of SM9 towards SMAX — implementation	07/2023	12/2023						
	Support of vendor for corrective, adaptive and evolutive maintenance	01/2023	12/2023						
Programme: Infrastructure				41.63	84.77	92.79	27.00	32.25	30.55
Network				15.97	14.21	17.21	7.20	10.05	8.35
	Corrective maintenance and monitoring of the centralised infrastructure hosting VISMail and SIRENEmail	01/2023	12/2023						
	Network capacity planning and operational improvements	01/2023	09/2024						
	Operational management of the communication infrastructure	01/2023	12/2025						
	Transition to the new TESTA Network	01/2024	12/2025						

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
Data Center				2.02	2.02	2.02	4.25	4.25	4.25
	Backup Central Unit operational and running costs	01/2023	12/2023						
	Central Unit and Backup Central Unit operational activities and evolutions and improvements	01/2023	12/2023						
	Physical Network infrastructure consolidation	01/2023	12/2023						
Common Shared Infrastructure				23.64	68.54	73.56	15.55	17.95	17.95
	Corrective maintenance and monitoring of the centralised infrastructure CSI components hosting the CBS	01/2023	12/2023						
	Corrective maintenance and monitoring of the centralised infrastructure hosting e-CODEX	01/2023	12/2023						
	Corrective maintenance and monitoring of the centralised infrastructure hosting ECRIS	01/2023	12/2023						
	Corrective maintenance and monitoring of the centralised infrastructure hosting EES	11/2023	12/2023						
	Corrective maintenance and monitoring of the centralised infrastructure hosting ETIAS	01/2024	12/2024						
	Corrective maintenance and monitoring of the centralised infrastructure hosting Eurodac	11/2023	12/2023						
	Corrective maintenance and monitoring of the centralised infrastructure hosting the CBS interoperability	01/2024	12/2024						
	Corrective maintenance and monitoring of the centralised infrastructure hosting sBMS	11/2023	12/2023						
	Corrective maintenance and monitoring of centralised infrastructure hosting VIS	01/2023	12/2023						
	Evolution, refresh and adaptive maintenance of the centralised infrastructure hosting the CBS	01/2023	12/2023						
	Infrastructure operational management of the configuration management system	01/2023	12/2023						
	Infrastructure operations management of the access to operational platforms (EUWS services)	01/2023	12/2023						
	Maintenance renewal for the CBS Oracle licenses	01/2023	12/2023						
Programme: Direct support to operations				2.50	0.50	0.50	19.00	15.25	15.25
Operational external support and consultancies				2.00	-	-	3.85	-	-
	Transition of engineering and operational outsourced services under Transversal Engineering and Operational Frameworks	09/2022	12/2026						
Release management, application life management, test and transition				0.50	0.50	0.50	15.15	15.25	15.25
	Application management services	01/2023	12/2023						
	Operational change management	01/2023	12/2023						
	Release and deployment management and transition to operations	01/2023	12/2023						
	Support of application lifecycle management platform and related tools (build pipelines, testing tools)	01/2023	12/2023						

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
	Test management	01/2023	12/2023						
Programme: Corporate support				-	-	-	-	-	-
Corporate support services (including facility management and ICT services)				-	-	-	-	-	-
	Strasbourg data centre — power and cooling capacity increase	01/2022	02/2025						
ENHANCE FURTHER THE ADDED VALUE OF THE SYSTEMS, DATA, TECHNOLOGY AND EXPERTISE PROVIDED BY EU-LISA TO THE STAKEHOLDERS									
Programme: New systems				31.06	1.50	-	14.85	1.90	0.50
EES				21.00	-	-	5.75	-	-
	EES adjustments for interoperability components	03/2022	12/2023						
	EES core implementation Final System Acceptance (FSA)	01/2019	10/2023						
	Web services implementation finalisation	06/2020	10/2023						
ETIAS				10.06	1.50	-	9.10	1.90	0.50
	ETIAS — Newest technology watch	11/2023	12/2026						
	ETIAS connection with revised VIS	05/2024	03/2025						
	ETIAS implementation finalisation	09/2020	11/2023 ³²						
	ETIAS MID links management tool	05/2024	12/2024						
Programme: Justice systems				-	-	-	-	-	-
ECRIS-TCN / ECRIS RI				-	-	-	-	-	-
	ECRIS-TCN implementation finalisation	01/2018	11/2023						
Programme: Interoperability				6.54	6.08	0.24	16.90	9.40	1.20
sBMS				2.14	6.08	0.24	9.60	9.40	1.20
	Biometrics as a service (Baas)	01/2023	12/2023						
	ECRIS-TCN development in sBMS (fingerprints)	01/2023	07/2024						
	ECRIS-TCN facial recognition study	01/2024	06/2024						
	EES BMS / sBMS implementation finalisation	01/2019	12/2023 ³³						
	Eurodac sBMS functional integration and data migration (fingerprints)	01/2023	09/2025						
	Implementation of biometric VIS Recast functionalities in sBMS	05/2021	06/2025						
	MID impact on sBMS	07/2023	08/2024						
	SIS — sBMS functional integration and biometric data migration for interoperability	02/2022	06/2024						
CIR				4.40	-	-	7.30	-	-
	Interoperability implementation (supporting final system acceptance activities for ESP, CIR, MID and CRRS)	01/2023	11/2023						
Programme: Operational management of systems in production				32.26	29.34	-	21.65	15.85	-
SIS				3.33	-	-	6.00	-	-

³² Including the period of six months after entry into operation (i.e., after Final System Acceptance by the Member States), i.e., the system enters into operation six months earlier.

³³ Including the period of six months after entry into operation (i.e., after Final System Acceptance by the Member States), i.e., the system enters into operation six months earlier.

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
	Core SIS generic interconnection module (interface to allow SIS connections to other systems and implementation of ETIAS interconnection)	01/2022	05/2023						
	Central SIS interconnection with all interoperability components (except sBMS)	01/2022	12/2023						
	Extended capacity of SIS	01/2023	12/2023						
	Implementation of new information alert to SIS	06/2023	09/2024						
	New search engine and Oracle upgrade for SIS	06/2018	10/2023						
VIS				28.93	29.34	-	10.30	8.95	-
	Integration of Croatia in the VIS with full access	10/2022	12/2023						
	VIS integration with interoperability components	11/2021	03/2024						
	VIS Intelligent Monitoring — Impact Assessment	03/2025	07/2025						
	VIS Recast development (including active-active setup)	05/2021	04/2025						
Eurodac				-	-	-	5.35	6.90	-
	Eurodac Recast implementation (including integration with interoperability components)	01/2023	05/2025						
Programme: Direct support to operations				1.80	2.53	2.58	5.50	4.50	4.50
Capability building (including research, reporting, and training to Member States)				1.80	2.53	2.58	5.50	4.50	4.50
	Training for the Member States	01/2023	12/2023						
STRENGTHEN INFORMATION SECURITY CAPABILITIES RELATED TO THE SYSTEMS ENTRUSTED TO THE AGENCY									
Programme: Direct support to operations				2.55	2.35	2.35	10.00	8.40	8.40
Security and business continuity				2.55	2.35	2.35	10.00	8.40	8.40
	Combined disaster recovery exercise for VIS and EES	09/2022	04/2024						
	Information security, assurance and cybersecurity operations services for the core business systems	01/2023	12/2023						
	Managed IT security services	01/2023	12/2023						
	Operational business continuity	01/2023	12/2023						
Programme: Corporate support				-	-	-	9.50	9.50	9.50
Corporate security and business continuity				-	-	-	9.50	9.50	9.50
	Business continuity management	01/2023	12/2023						
	Implementation of Security and business continuity recommendations	01/2023	12/2023						
	Protective security	01/2023	12/2023						
	Security policy and continuity management	01/2023	12/2023						
BECOMING A SHARED HIGH-VALUE SERVICE PROVIDER IN ITS AREAS OF EXCELLENCE									
Programme: Operational management of systems in production				-	-	-	1.60	1.60	1.60
First- and second-level support and operational service tools				-	-	-	1.60	1.60	1.60
	Business as usual	01/2023	12/2023						
Total of strategic goal 1				170.32	249.76	190.38	213.55	206.75	178.00

1.2.2. STRATEGIC GOAL 2: Maintain and expand the Agency’s role as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain.

The Agency will further strengthen and expand its technical expertise and capabilities while continuing to broaden its knowledge and role in delivering state-of-the-art IT solutions, as well as providing expert advice to support decision-making and policy implementation in the JHA domain.

Key activities:

- continuously striving for excellence in the design, development and operational management of the large-scale IT systems entrusted to eu-LISA, e.g., undergoing the benchmarking exercise in 2022, and implementing the Action Plan based on the regular evaluation in 2023,
- proactively supporting training and capability-building efforts of the Member States,
- promoting the Agency’s expertise in advising all relevant stakeholders, e.g., making the Knowledge Sharing Platform available to the Agency’s staff and Member States.

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
GROW FURTHER AS A COMPETENT MANAGEMENT AUTHORITY IN THE IMPLEMENTATION AND OPERATION OF IT SYSTEMS IN THE AREA OF FREEDOM, SECURITY AND JUSTICE IN THE EU									
Programme: Interoperability				-	-	-	0.75	0.75	0.75
sBMS				-	-	-	0.75	0.75	0.75
	Regular Biometric Working Groups	01/2023	12/2023						
GROW FURTHER THE PROFILE OF THE AGENCY AS A TRUSTED ADVISOR TO THE MEMBER STATES AND THE EU INSTITUTIONS									
Programme: Operational management of systems in production				0.10	0.10	0.10	0.50	0.50	0.50
First- and second-level support and operational service tools				0.10	0.10	0.10	0.50	0.50	0.50
	Operational Reporting — training of end users	01/2023	12/2023						
Programme: Direct support to operations				0.06	0.06	0.06	0.10	0.10	0.10
Advisory Groups, meetings, missions and Schengen evaluations				0.06	0.06	0.06	0.10	0.10	0.10
	Contribution to the Schengen evaluation mechanism	01/2023	12/2023						
Total of strategic goal 2				0.16	0.16	0.16	1.35	1.35	1.35

1.2.3. STRATEGIC GOAL 3: Enable and drive innovation and digital transformation in the Justice and Home Affairs domain.

The Agency will continue its efforts to facilitate further digital transformation in the EU’s JHA domain by conducting research and innovation activities to identify new technological solutions to upgrade business processes, improving data quality through technological standardisation, and developing standing capabilities for providing on-demand services to its key stakeholders, e.g., testing, pilot projects and proofs of concept.

Key activities:

- monitoring and analysing the technological development and innovation to enhance and expand existing capabilities, facilitating pilot projects, and adopting new IT solutions, while also delivering reliable technical advice to policymakers in eu-LISA’s areas of expertise, e.g., through the establishment of a Centre of Excellence on Artificial Intelligence in the JHA domain and facilitate innovation through the artificial intelligence testing lab,
- promoting technological standardisation across the EU, e.g., implementing the Action Plan based on the Roadmap for Standardisation for Data Quality Purposes,
- working with relevant stakeholders and industry to identify and explore technological opportunities and benefits of artificial intelligence solutions to further advance and maximise operational cost-efficiency and economies of scale across all systems, e.g., hosting biannual Industry Roundtable events.

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
IDENTIFY INNOVATIVE IT SOLUTIONS TO IMPROVE BUSINESS PROCESSES									
Programme: Interoperability				-	0.50	5.00	0.50	-	-
sBMS				-	0.50	5.00	0.50	-	-
	Biometric portfolio development and improvements	01/2023	12/2023						
Programme: Direct support to operations				0.50	-	-	4.65	4.95	4.95
Capability building (including research, reporting, and training to Member States)				0.50	-	-	4.65	4.95	4.95
	Artificial Intelligence capability development, incl. establishing a Centre of Excellence	01/2023	12/2023						
	Integration of research findings into applications' life cycle	01/2023	12/2023						
	Research and technology monitoring	01/2023	12/2023						
	Supporting the implementation of parts of the EU Framework Programme for Research and Innovation	01/2023	12/2023						
BE A TRUSTED ADVISOR AND ENABLER FOR DIGITAL TRANSFORMATION AND IT INNOVATION ACROSS THE JHA DOMAIN									
Programme: Interoperability				-	-	-	0.20	0.20	0.20
sBMS				-	-	-	0.20	0.20	0.20
	Follow-up and contribution to the ISO SC37 working group efforts	01/2023	12/2023						
Programme: Governance				-	-	-	4.00	4.00	4.00
Stakeholder management (including Management Board meetings, business relationship management, Liaison Office activities and communication)				-	-	-	4.00	4.00	4.00
	Stakeholder management and policy coordination	01/2023	12/2023						
CONTINUOUSLY INCREASE THE ADDED VALUE OF THE INTEROPERABILITY ARCHITECTURE									
Programme: Governance				-	-	-	0.65	0.75	0.65
Governance, planning, standards and IT service management (ITSM)				-	-	-	0.65	0.75	0.65
	Enterprise architecture continuum	01/2022	12/2024						
Total of strategic goal 3				0.50	0.50	0.50	10.00	9.90	9.80

1.2.4. STRATEGIC GOAL 4: Continue working on eu-LISA's organisational evolution towards a more efficient, agile and resilient organisation within the EU regulatory framework.

The Agency will continue implementing its organisational transformation project to better cater to stakeholder needs. To that end, eu-LISA will focus on efficiently aligning its resources, developing new capabilities, upgrading its services and processes, and fostering data-driven decision-making. In addition, the Agency is committed to ensuring that all its processes continue to evolve in line with the legal basis and the principles of good performance management.

Key activities:

- improve addressing stakeholder needs by assessing and aligning the Agency's resources, developing necessary capabilities, and fostering data-driven decision-making, e.g., reviewing and updating eu-LISA's long-term strategy, together with corporate financial planning and analysis capability,
- facilitating professional growth and ensuring continuous talent development as key drivers of organisational culture, e.g., finalising the human resources strategy, implementing leadership development activities, increasing outreach activities geared towards diverse and specific talents,

- ensuring and improving the Agency's operational and corporate processes in compliance with relevant regulatory requirements and the principles of good performance management, e.g., implementing the Common Assessment Framework (CAF),
- progressing with the second extension of the Agency's operational site in Strasbourg, e.g., initiating the design study.

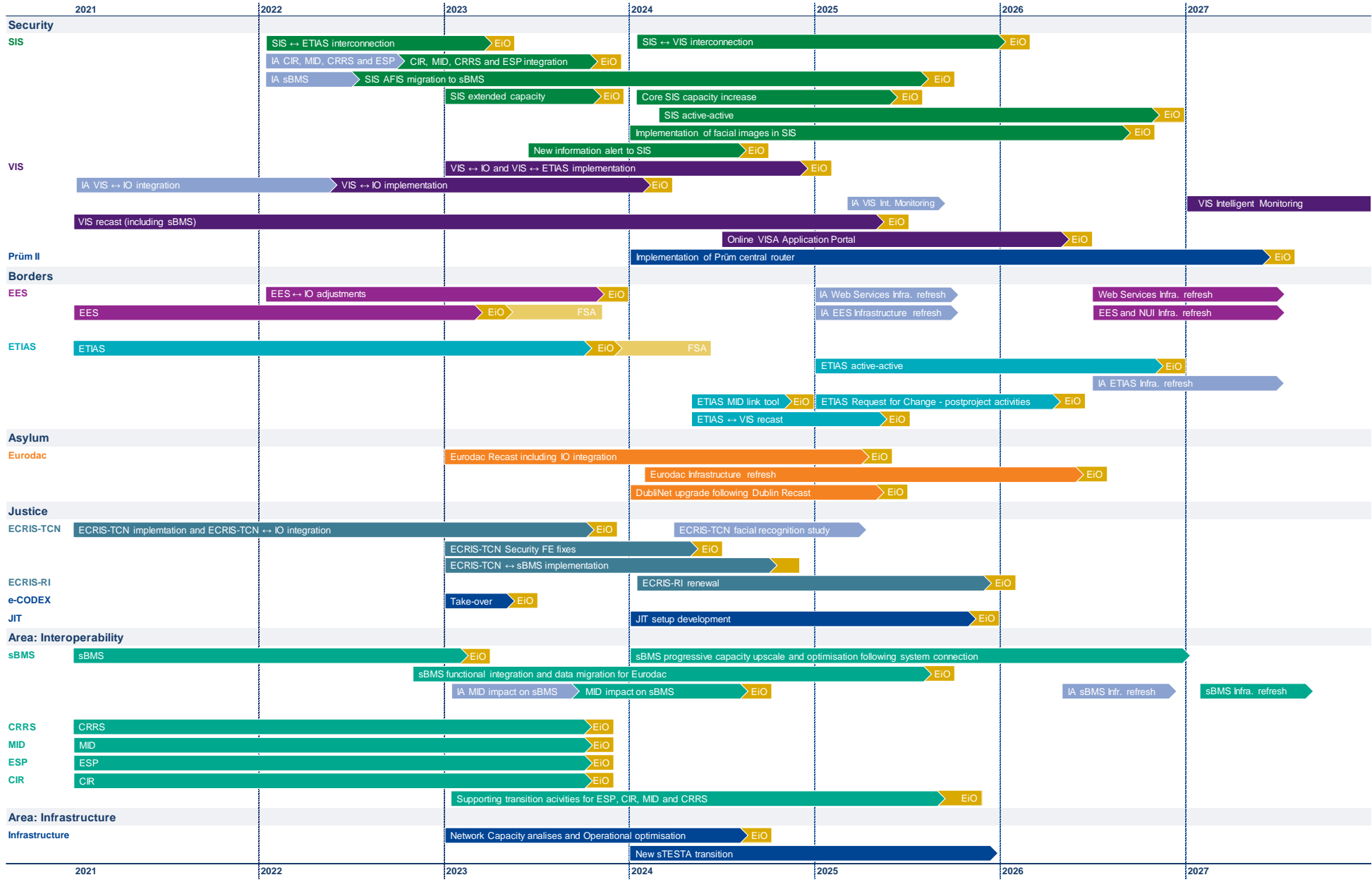
Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
SERVE STAKEHOLDERS' NEEDS BY EFFICIENTLY ALIGNING AGENCY'S RESOURCES, CAPABILITIES SERVICES AND PROCESSES									
Programme: Direct support to operations				2.36	2.36	2.36	3.90	3.90	3.90
Advisory Groups, meetings, missions and Schengen evaluations				1.68	1.68	1.68	2.40	2.40	2.40
	Administrative support to Advisory Groups	01/2023	12/2023						
	Administrative support to other meetings and missions	01/2023	12/2023						
Operational training for staff				0.68	0.68	0.68	1.50	1.50	1.50
	Competency Development Operations	01/2023	12/2023						
Programme: Governance				0.25	-	-	44.45	43.65	43.55
Compliance (including data protection, internal audit and accounting)				-	-	-	2.90	2.90	2.90
	Data protection	01/2023	12/2023						
Governance, planning, standards and IT service management (ITSM)				0.25	-	-	4.90	4.15	4.05
	Continuous improvement of eu-LISA services and processes, addressing new JHA systems requirements	07/2021	09/2023						
	eu-LISA Service and Processes framework	01/2023	12/2023						
Stakeholder management (including Management Board meetings, business relationship management, Liaison Office activities and communication)				-	-	-	31.65	31.60	31.60
	Administrative support to the Management Board	01/2023	12/2023						
	Business relations, requirements, demand and change management	01/2023	12/2023						
	Corporate administrative support	01/2023	12/2023						
	Institutional relations management and policy coordination	01/2023	12/2023						
Enterprise Project Management Office				-	-	-	5.00	5.00	5.00
	Official appraisal of project management practice based on the CMMI model	10/2022	12/2023						
	Programme and Project Management capability, sourcing strategy and corporate risk management	01/2023	12/2023						
Programme: Corporate support				-	-	-	19.00	19.00	19.00
Corporate support services (including facility management and ICT services)				-	-	-	19.00	19.00	19.00
	Administrative Support to the Executive Director's Office	01/2023	12/2023						
	Corporate activities operational management	01/2023	12/2023						
	Horizontal corporate support services (missions, facilities, logistics and office supplies)	01/2023	12/2023						

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
	Administration, maintenance and support for corporate ICT infrastructure and applications	01/2023	12/2023						
	Cloud migration and cloud-based virtual desktop infrastructure	09/2021	12/2026						
	Information Technology Infrastructure Library (ITIL)	09/2021	12/2025						
	Enterprise content management	01/2023	12/2025						
GROW AS A KEY EU AGENCY, ATTRACTING, ENGAGING AND DEVELOPING TALENTS									
Programme: Corporate support				-	-	-	13.50	13.50	13.50
Corporate support services (including facility management and ICT services)				-	-	-	-	-	-
	Health and safety management	01/2023	12/2023						
	Smart space management	01/2022	12/2024						
Human resources management				-	-	-	13.50	13.50	13.50
	Human resources administration and planning	01/2023	12/2023						
	Talent management	01/2023	12/2023						
	Transition to competency-based human resources management	01/2023	12/2023						
ENSURE SYSTEMATIC AND EFFECTIVE COMPLIANCE WITH THE EU REGULATORY FRAMEWORK									
Programme: Direct support to operations				-	-	-	1.00	0.80	0.80
Capability building (including research, reporting, and training to Member States)				-	-	-	1.00	0.80	0.80
	Drafting reports and aggregated statistics on the JHA information systems	01/2023	12/2023						
Programme: Governance				-	-	-	12.10	12.30	12.30
Compliance (including data protection, internal audit and accounting)				-	-	-	4.10	4.30	4.30
	Accounting	01/2023	12/2023						
	Data protection	01/2023	12/2023						
	Evaluation of the Agency (Article 39 of Establishing Regulation)	01/2023	12/2023						
	Internal auditing	01/2023	12/2023						
Governance, planning, standards and IT service management (ITSM)				-	-	-	8.00	8.00	8.00
	Corporate governance, planning, reporting and assessments	01/2023	12/2023						
	Operations department governance, planning and reporting	01/2023	12/2023						
Programme: Corporate support				-	-	-	33.35	32.90	33.05
Corporate support services (including facility management and ICT services)				-	-	-	1.00	1.00	1.00
	Second extension of eu-LISA operational premises in Strasbourg	03/2019	08/2028						
Budget, finance and procurement management				-	-	-	29.35	28.90	29.05
	Budgetary, asset and financial management	01/2023	12/2023						
	Internal financial controls and monitoring of audit recommendations	01/2023	12/2023						
	Procurement and acquisition management	01/2023	12/2023						

Activity	Project/non-project task	Start date	End date	Budget of the activity (in million euros)			Staff members and SNEs (FTEs)		
				2023	2024	2025	2023	2024	2025
Legal services				-	-	-	3.00	3.00	3.00
	Legal services	01/2023	12/2023						
PROMOTE THE AGENCY'S MISSION AND VALUES INTERNALLY AND EXTERNALLY									
Programme: Governance				-	-	-	4.00	4.00	4.00
Stakeholder management (including Management Board meetings, business relationship management, Liaison Office activities and communication)				-	-	-	4.00	4.00	4.00
	External communication	01/2023	12/2023						
	Internal communication	01/2023	12/2023						
Programme: Corporate support				-	-	-	-	-	-
Corporate support services (including facility management and ICT services)				-	-	-	-	-	-
	Environmental services management	01/2023	12/2025						
Total of strategic goal 4				2.61	2.36	2.36	131.30	130.05	130.10

1.3. Timeline for implementation of major initiatives

Based on the projects outlined in the section on multiannual programming, the following Gantt chart presents the main initiatives and their milestones for selected projects to provide a concise overview of the timeline and interrelations between the Agency's key activities.



Legend: ■ Impact Assessment (IA) ■ Development ■ Entry into Operation (EIO) ■ Final System Acceptance (FSA)

1.4. Corporate key performance indicators

The Agency regularly monitors and assesses the alignment of its activities and the achievement of stated objectives, while keeping its stakeholders updated on the latest developments, progress and performance. Table 1 below outlines the indicators used by the Agency to monitor and evaluate the expected progress made on the delivery of its strategic goals.

Table 1. Strategic goals and key performance indicators³⁴

Key Performance Indicators	Target	Baseline data (2021)
STRATEGIC GOAL 1: CONTINUE TO GROW AS A CONTRIBUTOR TO AND IMPLEMENTING PARTNER FOR THE RELEVANT POLICIES IN THE JUSTICE AND HOME AFFAIRS DOMAIN.		
Percentage of security objectives implemented as defined per legislation	100 %	100 %
Number of emergency drills/security and business continuity-related exercises performed annually	2	2
Eurodac central system availability³⁵	Green ≥ 99.99 % 99.99 % > Amber ≥ 99.50 % Red < 99.50 %	99.80 %
Eurodac central system response time³⁶	Green ≥ 99.45 % 99.45 % > Amber ≥ 90 % Red < 90 %	100 %
Wide-Area Network availability (for SIS and VIS systems)	Green ≥ 99.99 % 99.99 % > Amber ≥ 99.50 % Red < 99.50 %	99.9988 %
SIS central system availability	Green ≥ 99.99 % 99.99 % > Amber ≥ 99.50 % Red < 99.50 %	99.98 %
SIS central system response time³⁷	Green ≥ 99.5 %, 99.5 % > Amber ≥ 99 % Red < 99 %	99.85 %
VIS central system availability	Green ≥ 99.99 % 99.99 % > Amber ≥ 99.50 % Red < 99.50 %	99.98 %
VIS central system response time³⁸	Green = 100 % 100 % > Amber ≥ 90 % Red < 90 %	99.90 %
Trainee's satisfaction with training provided	> 4/6	5.4/6

³⁴ The updated set of eu-LISA KPIs and their cards, together with links to specific strategic objectives, was adopted by the Management Board in March 2020. A review including minor changes was presented for information to the Board in March 2021.

³⁵ The availability targets are not precisely defined in the legal instruments governing the systems. The green target of 99.99 % was established by the Agency because the systems it manages are defined as high availability systems.

³⁶ System critical business functions are grouped into two categories: a) high-priority transactions and b) normal transactions. The standard response time for high-priority transactions is 1 hour, for normal transactions it is 24 hours. For each category, an indicator is monitored. KPI 4 is the average of the indicator for high-priority transactions and the indicator for normal transactions. The indicator is 'green' if 99.45% of transactions are within the standard response time, 'amber' if between 90% and 99.45% of transactions are within the standard response time, 'red' if fewer than 90% of transactions are below the standard response time.

³⁷ Standard queries are split into categories. Category 1 represents all single and multiple queries classified as 'exact', because exact information is provided in search fields. Inexact or fuzzy queries are excluded from category 1. The standard response time for category 1 queries is 1 second. For other queries, the standard response time is 3 seconds. The response time for category 1 queries is the core indicator to assess performance as it is the most representative query. The KPI 7 indicator is 'green' if more than 99.5% of category 1 queries have a response time within 1 second, 'amber' if between 99.5% and 99% of category 1 queries have a response time within 1 second, and 'red' if fewer than 99% of category 1 queries have a response time within 1 second.

³⁸ The indicator value is the share of total response time within the contractual limits for each business group: asylum, border, consular, law enforcement and territory. For VIS, there are three contractual limits: the peak per hour indicator, the service-level agreement (SLA) breach indicator, and the records indicator. KPI 9 is the result of the calculation for all business groups and all contractual limits. The indicator is 'green' if the value equals 100 %, 'amber' if the value is between 90% and 100, and 'red' if the value is below 90%.

Key Performance Indicators	Target	Baseline data (2021)
STRATEGIC GOAL 2: MAINTAIN AND EXPAND THE AGENCY'S ROLE AS A RECOGNISED AND TRUSTED PARTNER OF THE EUROPEAN INSTITUTIONS AND THE MEMBER STATES IN DRIVING THE DIGITAL TRANSFORMATION IN THE JUSTICE AND HOME AFFAIRS DOMAIN.		
Cancellation rate (%) of payment appropriations	< 5 %	7 %
Rate (%) of budgetary commitments implementation	95–99 %	100 %
Rate (%) of payment implementation	> 95 %	99.0 %
Ratio (%) of administrative resources and ratio (%) of operational resources compared to all human resources within the Agency (staff and SNEs)	Administrative: 20 % Operational: 70 %	16.9 % 73.2 %
Ratio (%) of payments completed within the statutory deadlines	> 90 %	99 %
Acquisition management: procurement projects on schedule	> 60 %	80.10 %
STRATEGIC GOAL 3: ENABLE AND DRIVE INNOVATION AND DIGITAL TRANSFORMATION IN THE JUSTICE AND HOME AFFAIRS DOMAIN.		
Customer satisfaction: % of the Member States users satisfied or very satisfied with the overall core business systems operations	≥ 80 %	95 %
STRATEGIC GOAL 4: CONTINUE WORKING ON EU-LISA'S ORGANISATIONAL EVOLUTION TOWARDS A MORE EFFICIENT, AGILE AND RESILIENT ORGANISATION WITHIN THE EU REGULATORY FRAMEWORK.		
eu-LISA Service Desk Performance	≥ 75 %	95 %
Assessing completion and progress of projects against a (re)baseline of defined quality/cost/time parameters and taking into account the project tolerances	< 10 %	15.75 %
Project Management: Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project lifecycle.	Small projects: > 75 % Medium projects: > 80 % Large projects: > 85 %	Small: 20 % Medium: 76.2 % Large: No large project closed in 2021
Percentage (%) of audit recommendations implemented within stipulated deadlines, of which:		
critical	Critical = 100 %	Critical: n/a
very important	Very important ≥ 90 %	Very important: 72 %
important	Important ≥ 80 %	Important: 85 %
Number and age of outstanding recommendations, of which:		
less than six months	≤ four recommendations past due for less than six months	1
between six months and one year	≤ two recommendations past due between six months and one year	0
more than one year	≤ one recommendation past due for more than one year	6
Efficiency of the procurement process	< 25 %	21.4 %
Environmental indicator: carbon footprint	Below the baseline	401 tons
Absenteeism rate within the reporting period:		
average number of sick leave days per staff	< 15 days per staff	4.1 days,
percentage of staff on a long sick leave	< 10 %	3.2 %,
percentage of staff who did not use a sick leave	> 15 %	51.6 %
Annual percentage (%) staff turnover	≤ 5 %	5.48 %
Annual percentage (%) occupancy rate	> 94 %	94.2 %
Talent retention index	> 0	0.2
Staff engagement level	≥ 6.3	7.3

Key Performance Indicators	Target	Baseline data (2021)
eu-LISA external communication impact	Website: maintain baseline	+20 % (Facebook)
	Social media: +200 followers per platform per year	+35 % (Twitter) +37 % (YouTube)
	Engagement events:	
	satisfaction > 90 %	80 %
	participation at events: > 95 %	95 %
eu-LISA internal communication impact:		
participation in the survey	> 51 %	55 %
general satisfaction with internal communication channels and actions	> 70 %	93 %

2. Human and financial resources — outlook for the years 2023–2025

With the expansion of eu-LISA's mandate in 2018, the Agency's role in managing JHA information systems has increased considerably, especially in terms of the number of different systems, as well as the continued push for digitalisation in the JHA domain.

The Agency expects the next couple of years to be very challenging, especially in terms of the continuously evolving regulatory framework, the growing number of large-scale IT systems entrusted to eu-LISA, and the high expectations of the Agency's stakeholders. The expansion of the mandate has caused the Agency to review its resource allocations to support the increased responsibilities repeatedly. As a result, eu-LISA's resource management has depended heavily on the internal reallocation of financial and human resources at the expense of some activities that will become critical in the long run.

The multiannual programming for 2023–2025 reflects these challenges and the Agency's efforts to continue with the same level of commitment to maintain and even increase the agility and operational efficiency within the resources available for the programming period and onwards.

2.1. Overview of the past and current situation

The following sections provide an overview of eu-LISA's human and financial resources in 2021 and present the outlook for the 2023–2025 programming period. Supplementary and more detailed data on the programming are in Annexes II to V.

2.1.1. Human Resources

According to Article 28 (3) of the establishing Regulation, the Agency's staff shall comprise officials,³⁹ temporary agents (TA) and contract agents (CA). Table 2 presents an overview of **eu-LISA staff per the legislative proposal**, altogether 356 posts, as authorised in the budget for 2021 in accordance with the establishment plan.⁴⁰

Table 2. Staff overview in 2021, per legislative proposal

Area of activity	2021 authorised			2021 actual situation as at 1.12.2021		
	TA	CA	SNE	TA	CA	SNE
Posts authorised under the 2020 budget (baseline)	113	30	9	113	30	8
EES	32			26		
Revised eu-LISA Regulation — additional staff	23	27	2	22	25	2
ETIAS	7	35		7	28	
ECRIS-TCN		5			4	
SIS return⁴¹ and SIS border⁴²		4			4	
Interoperability	32	26		25	16	
LFS Eurodac — subject to the adoption of the regulation	2			0		
LFS SIS police recast⁴³		0 ⁴⁴			0	
LFS VIS recast⁴⁵	4 ⁴⁶	5 ⁴⁷		0	0	
Total FTEs	213	132	11	193	107	10

³⁹ The eu-LISA establishment plan does not stipulate separate posts for officials.

⁴⁰ The regulations following the Eurodac LFS, SIS Police Recast were not adopted and the VIS Recast was adopted in July 2021, while the respective human resources were postponed by one year. Consequently, the actual number of TA posts available for the Agency in 2021 was 207 instead of 213 (incl. 4 posts for the VIS recast and 2 for Eurodac), and 127 CA posts instead of 134 (incl. 2 posts for the SIS police recast and 5 for VIS recast).

⁴¹ Regulation (EU) 2018/1860 on the use of the Schengen Information System for the return of illegally staying third-country nationals.

⁴² Regulation (EU) 2018/1861 on the establishment, operation and use of the SIS in the field of border checks.

⁴³ Regulation (EU) 2018/1862 on the establishment, operation and use of the SIS in the field of police cooperation and judicial cooperation in criminal matters and Regulation (EU) 2022/1190 of the European Parliament and of the Council of 6 July 2022 amending Regulation (EU) No 2018/1862 as regards the entry of information alerts into the Schengen Information System (SIS) on third-country nationals in the interest of the Union.

⁴⁴ Two posts for CA that have been envisaged in the Commission proposal in 2021 have not been authorised in the 2021 budget due to the delayed adoption of the respective Regulation.

⁴⁵ Regulation (EU) 2021/1134 of the European Parliament and of the Council of 7 July 2021 amending Regulations (EC) No 767/2008, (EC) No 810/2009, (EU) 2016/399, (EU) 2017/2226, (EU) 2018/1240, (EU) 2018/1860, (EU) 2018/1861, (EU) 2019/817 and (EU) 2019/1896 of the European Parliament and of the Council and repealing Council Decisions 2004/512/EC and 2008/633/JHA, for the purpose of reforming the Visa Information System.

⁴⁶ Due to delayed adoption of the recast VIS Regulation, the staff numbers were transferred to the following years without changes to the establishment plan.

⁴⁷ Due to delayed adoption of the VIS recast Regulation, the staff numbers were transferred to the following years, no recruitment occurred in 2021.

Throughout 2021, the Agency actively recruited additional staff but in lower numbers than expected. Onboarding was often considerably delayed due to the extension of COVID-19-related travel restrictions and limited access to medical services. The main complication for this situation is that many candidates reject job offers due to their short duration (offered contracts ranging from one to three years) and opt for longer contracts offered elsewhere. Additionally, low entry grades also negatively impact the recruitment for specialised posts.

Among the 46 unoccupied posts, two Eurodac posts remain unavailable for recruitment until the adoption of the respective regulation.⁴⁸ Additionally, two short-term posts for the SIS Police recast planned for the years 2021-2022 could not be filled due to the amendment of the respective Regulation.⁴⁹ Concerning the implementation of the delayed VIS Recast regulation,⁵⁰ staff planning has been readjusted by one year to start from the beginning of 2022.

In 2022, pursuant to the SPD for the 2022–2024 period, eu-LISA’s staff is **expected to increase by 42 posts**: 10 CA posts for Interoperability, 9 posts for the VIS Recast (4 TA and 5 CA), and 2 TA posts for the e-CODEX system,⁵¹ as well as 21 CA posts for carrier support⁵². Overall, the increase in staff numbers is lower than what eu-LISA requested in the SPD 2022–2024. As a result, eu-LISA needs to outsource these posts, and the Agency will remain understaffed.

The following chapters provide an overview of the planning of additional staff positions for the 2023–2025 period, with a more detailed list of requested job profiles and respective justifications provided in Annex XIII.

2.1.2. Total budget expenditure for 2021

The Agency’s budget comprises several different funding sources. The main revenue comes from EU subsidy, received annually from the European Union budget — Commission section, Chapter 11 10 ‘Border Management — Decentralised Agencies’ — as adopted by the budgetary authority, i.e., the European Parliament and the Council of the European Union. Further contributions come from the Schengen Associated Countries, as partial reimbursement of expenditures incurred by the Agency.

In 2021 eu-LISA managed a budget of 212.751 million euros in commitment appropriations and 263.943 million euros in payment appropriations received from the EU. The following amounts were initially assigned to LFS for VIS recast which was adopted on 7 July 2021 with a revised timeline:

New tasks / systems ⁵³	Commitment Appropriations (in million euros)
LFS VIS recast	17.227
Total budget subject to new legal basis	17.227

As regards the implementation of the 2021 budget (fund source C1), eu-LISA reached a high budget implementation rate by the end of the year:

- 100% for commitment appropriations,
- 99.1% for payment appropriations, including the carry-forward of 2021 administrative expenditure to 2022.

⁴⁸ 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), COM (2016) 272.

⁴⁹ Regulation (EU) 2022/1190 of the European Parliament and of the Council of 6 July 2022 amending Regulation (EU) No 2018/1862 as regards the entry of information alerts into the Schengen Information System (SIS) on third-country nationals in the interest of the Union.

⁵⁰ Regulation (EU) 2021/1134 of the European Parliament and of the Council of 7 July 2021 amending Regulations (EC) No 767/2008, (EC) No 810/2009, (EU) 2016/399, (EU) 2017/2226, (EU) 2018/1240, (EU) 2018/1860, (EU) 2018/1861, (EU) 2019/817 and (EU) 2019/1896 of the European Parliament and of the Council and repealing Council Decisions 2004/512/EC and 2008/633/JHA, for the purpose of reforming the Visa Information System.

⁵¹ Regulation (EU) 2022/850 of the European Parliament and of the Council of 30 May 2022 on a computerised system for the cross-border electronic exchange of data in the area of judicial cooperation in civil and criminal matters (e-CODEX system), and amending Regulation (EU) 2018/1726, (Proposal for this regulation: COM/2020/712 COM).

⁵² Pursuant to Articles 45(2) and (3) and 46(4) of Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226, and Article 13(7) of Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 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 and determining the conditions for access to the EES for law enforcement purposes, and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011, for which the implementing regulations are under development.

⁵³ Including administrative expenditure, allocated according to the budgetary nomenclature under Title 1 “staff expenditure” and Title 2 “infrastructure and operating expenditure”.

Commitment appropriations: Title 1, Title 2 and Title 3 reached an implementation rate of 100% by the end of the financial year 2021.

Payment appropriations: 97.91% of appropriations in Title 1 were executed and 2.09% were automatically carried forward. In Title 2, the execution rate reached 43.90% and the remaining 56.10% has been automatically carried forward to 2022. In Title 3, 98.90% of appropriations were executed.

The Agency's voted budget for the financial year 2021 included earmarked commitment and payment appropriations for the VIS recast⁵⁴, which was adopted on 7 July 2021 with a revised timeline. These appropriations were returned to the EU general budget to align with the final adopted LFS for VIS recast. The eu-LISA Management Board approved one amendment to the 2021 budget addressing the issue highlighted above:

- by returning 17.227 million euros in commitment appropriations,
- by receiving 42.290 million euros in payment appropriations.

Table 3. Breakdown of 2021 amending budget

Budgetary title	System / Task	Amending budget (in million euros)	
		Commitment appropriations	Payment appropriations
A01	Staff expenditure	-0.983	-0.983
	<i>of which</i> VIS recast	-0.983	-0.983
B03	Operational expenditure	-16.244	43.273
	<i>of which</i> VIS recast	-16.244	-16.244
	wide area networks		1.523
	Entry/Exit System		35.928
	ETIAS		22.066
Total 2021 amending budget		-17.227	42.290

2.2. Outlook for the years 2023–2025

The primary strategic objective for the Agency is to continue working towards maintaining and further developing an efficient and agile organisation that is regarded as an attractive employer by prospective recruits. Most importantly, eu-LISA's HR strategy strives to ensure the availability of sufficient and competent human resources during the growth and transformation and for the developments foreseen in the Commission proposals for the new systems or solutions that eu-LISA will implement in the coming years.

The following section describes eu-LISA's upcoming activities and their impact on financial and human resources.

2.2.1. Human Resources

Based on the Agency's priorities and work programme for the 2023–2025 period, eu-LISA has identified four main focus areas for Human Resources Management (HRM):

- planning and managing eu-LISA's human resources administration to meet the Agency's strategic objectives, in accordance with the Staff Regulations and the Conditions of Employment of Other Servants of the European Union (CEOS);
- completing the transition to Competency-based Human Resources Management, following the completion of eu-LISA's Cultural Transformation Programme to accommodate the responsibilities accrued with the expanded mandate that resulted in a significant staff increase;
- proceeding with efforts in the area of talent acquisition by deploying improved recruitment methods and overall efficiency of the process;
- responding to the Agency's needs in the area of technical competency development.

⁵⁴ Regulation (EU) 2021/1134 of the European Parliament and of the Council of 7 July 2021 amending Regulations (EC) No 767/2008, (EC) No 810/2009, (EU) 2016/399, (EU) 2017/2226, (EU) 2018/1240, (EU) 2018/1860, (EU) 2018/1861, (EU) 2019/817 and (EU) 2019/1896 of the European Parliament and of the Council and repealing Council Decisions 2004/512/EC and 2008/633/JHA, for the purpose of reforming the Visa Information System.

Human Resources Administration. The new tasks have increased HRM's administrative burden and strategic importance. The Agency expects an increase in staff numbers at least until 2023 with the peak for the Agency's responsibilities, but possibly even further.

In this context, eu-LISA is committed to further developing its HR policy and performing a wide array of other HR functions (i.e., granting rights and entitlements, payroll and payments, leave, onboarding, probation, appraisal and reclassification processes). The Agency will continue to lead initiatives related to leadership development, implementing eu-LISA's cultural transformation project, improving performance management processes, and cultivating a value-driven organisation. In this respect, regular staff satisfaction surveys serve as an instrumental tool and the Agency will carefully analyse results to plan for follow-up measures. For example, in response to the challenges arising from the COVID-19 pandemic, the Agency has introduced measures to support staff in adjusting to the new normal, incl. dedicated well-being programmes, modifying working conditions and maintaining flexibility. In addition, eu-LISA also adopted new rules on hybrid work.

To ensure the efficient management of eu-LISA's key asset — its people — the Agency has adopted a new approach for workforce planning based on **two key documents: the eu-LISA's Sourcing Strategy**, and the **Competency-based Human Resources Management Strategy**. Furthermore, the Agency is committed to improving its internal HRM services through more efficient administration and providing opportunities for professional development. For example, eu-LISA is planning to upgrade its HRM and the recruitment process with various IT tools (e.g., SYSPER optional modules and iLearn). These steps are part of eu-LISA's overall approach to the **digitalisation and automation** of repetitive administrative tasks, all to support the transition to Competency-based Human Resources Management.

In addition, the Agency will continue its active collaboration with other EU agencies by sharing best HR practices, while strengthening its cooperation with the European Commission under the revised Memorandum of Understanding concluded in 2019.⁵⁵ For example, in collaboration with the Commission, and in accordance with Article 110 (2) of the Staff Regulations, the Agency adopted new rules on preventing and managing conflicts of interest for eu-LISA staff.⁵⁶

Transition to competency-based human resources management. To improve staff satisfaction and overall efficiency, the adopted Competency-based Human Resources Management (HRM) facilitates targeted and efficient recruitment, contracting and sourcing. It enables the organisation to identify and track competency gaps at the individual, team or organisational levels while providing valuable input for short- and long-term HR planning. It also facilitates the assessment of the professional training needs of individual employees. For example, the increasing data protection and information security requirements for IT solutions, and eu-LISA's ambitious goals of providing high-quality services and solutions, prompted the Agency to adopt new mechanisms to enhance further individual and collective competencies of strategic importance. This approach ensures that eu-LISA is better equipped to plan and anticipate any changes in competency requirements needed to achieve organisational objectives.

Talent acquisition. The Agency will dedicate more effort to improving its recruitment processes by following the competency-based HRM strategy and integrating the Competency Framework into the recruitment process while ensuring alignment with eu-LISA's Sourcing Strategy. In addition, eu-LISA's recruitment process takes guidance from the principles of diversity and inclusion to improve the overall gender balance and national representation among the Agency's staff.

Technical Competency Development. In addition to the expected improvements mentioned above, the Competency-based HRM will also enable eu-LISA to apply a more strategic approach to workforce planning. By offering its staff tailored professional development and learning opportunities, the Agency intends to empower the staff and teams to unlock their full potential to improve the services offered to its stakeholders. To that end, eu-LISA collaborates closely with the Operations Department to better facilitate the development of skills and competencies necessary for the operational management and evolution of JHA information systems, including any new responsibilities assumed in the future.

⁵⁵ Annex to the Commission Decision on the adoption of a Revised Memorandum of Understanding between the European Commission and the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), C (2019) 8941 final of 17.12.2019.

⁵⁶ Management Board Decision No 2020-405 of 23.12.2020 on implementing rules on the prevention and management of conflicts of interests of the staff members.

2.2.2. New tasks

In December 2021, the Commission put forward two legislative proposals which will incur additional responsibilities for eu-LISA in the coming years. First, the legislative proposal for establishing a secure online collaboration platform for **Joint Investigation Teams (JITs)** to improve the efficiency and effectiveness of cross-border investigations and prosecutions. On 9 June 2022, the Council adopted its general approach to the proposed regulation, designating eu-LISA as responsible for the development and operational management of the platform. Second, the **'Prüm II' proposal for automated data exchange for police cooperation** between the Member States, as part of the legislative package on the EU Police Cooperation Code, with eu-LISA given the responsibility for the development and operational management of the central router to accommodate new categories of data, such as facial images of suspects and convicted criminals.

In May 2022, the Parliament adopted the **e-CODEX** Regulation for setting up a computerised system for communication in cross-border civil and criminal proceedings⁵⁷, and eu-LISA will take over the responsibility for overseeing the management of the EU's e-CODEX system by the end of 2023.

In addition, several other European initiatives currently under preparation might entail new tasks for eu-LISA, e.g., the digitalisation of the visa process, the Centre of Excellence for Artificial Intelligence or the Commission's initiative for creating a dedicated European Security Data Space in law enforcement. The Agency will present its impact on its staff planning and eu-LISA's Annual Work Programme as soon as the respective Commission proposals are adopted.

As a result, the staff planning for the 2023–2025 period includes figures on additional staff for the responsibilities stemming from various regulations either already adopted or awaiting adoption (e.g., the VIS and Eurodac recasts, and the e-CODEX system), as well as staff for providing services to the carriers. These figures cover mainly the direct operational posts and the necessary resources for contract management. However, human resources planning does not include any of the initiatives that are still under development.

2.2.3. Development of existing tasks

The scope of the Agency's tasks has expanded considerably since the adoption of the revised Establishing Regulation in 2018, and its responsibilities should **reach a peak in 2023 and 2024** with the rollout of the Entry/Exit System (EES), the European Travel Information and Authorisation System (ETIAS), the European Criminal Records Information System — third-country nationals (ECRIS-TCN) and the Interoperability Package. Consequently, Commission has not planned a staff increase from 2023 onwards, and for some projects (e.g., Interoperability), the proposal foresees staff reduction (see Table 4 for staff estimates in the respective Commission proposals). For a more comprehensive overview of eu-LISA's staff estimates for the 2023–2025 period, please refer to Annex II, Annex IV and Annex XIII.

During the past couple of years, the Agency has made considerable efforts to adapt its existing staff and internal functioning to address the following two aspects: **continued organisational growth** in the circumstances of the COVID-19 pandemic, and remote working arrangements, and ensuring the development and implementation of **new JHA information systems**.

The **organisational restructuring** undertaken from 2019 to 2020 to accommodate the changes needed to deliver eu-LISA's expanded mandate will now shift its focus to implementing new systems. The new responsibilities have also affected the scope of the Agency's core tasks, primarily in achieving overarching systems interoperability and addressing increased workload across horizontal functions due to staff increases during 2019–2021. In 2023, the Agency will need to recruit additional staff to accommodate the increasing workload as the scope of existing tasks will grow substantially.

Therefore, this SPD outlines, once again, the **necessary additional resources** as identified by the Agency. Therefore, the planning for the 2023–2025 period also covers additional human resources⁵⁸ for areas of work or activities where the Agency has identified the **staff shortages** when comparing the human resources needed for the implementation of assigned tasks (i.e., projects and activities) with the staff levels granted to eu-LISA in the relevant legislative proposals.

⁵⁷ Regulation (EU) 2022/850 of the European Parliament and of the Council of 30 May 2022 on a computerised system for the cross-border electronic exchange of data in the area of judicial cooperation in civil and criminal matters (e-CODEX system), and amending Regulation (EU) 2018/1726.

⁵⁸ Subject to the adoption of the establishment plan and draft budget estimates for 2023.

Additionally, **short-term positions**, representing a substantial number of the additional posts allocated to eu-LISA, are of limited value for the Agency due to the difficulty of attracting and retaining people for such positions. In particular, the Agency identified critical staffing shortages in areas related to:

- **SIS:** expansion of scope and new developments (police, border and return recasts) call for extra work and effort, whereas the initial SIS staffing plan took into account the management of the system only in its initial form;
- **Interoperability:** eu-LISA indicated already during the preparation of the Commission's respective legislative proposal that the planned human resources would not be sufficient to develop and test all interoperability components, not to mention overall systems interoperability, or to guarantee the necessary number of project managers;
- **EES:** there is an underestimation of the number of operators because the staff recruited for the development phase were later assigned to other tasks, creating a gap in the operational resources necessary to ensure the functioning of the new system;
- **First- and second-level support to Member States (the 24/7 Service Desk):** the number of tickets/requests keeps growing because interoperability components are at different stages of development. Maintaining the 24/7 operational readiness of the Service Desk requires six additional staff members to fully cover the shift pattern for one staff position.

In addition, the Commission proposals did not include the development projects and activities related to new systems, which will be carried out by the **Operations Department**, prompting calls for additional staff. These additional resources are needed primarily due to **delays in project implementation**, i.e., the Agency must now complete in parallel all the system development projects that were initially supposed to run in the sequence. What is more, the Agency had to reschedule several development projects because of mutual interdependencies. At the same time, the Agency had to reprioritise available resources to focus on activities postponed or planned originally for 2021 and 2022. In this respect, the most pressing problems related to the VIS Recast Regulation (adoption postponed), ETIAS and Interoperability components.

Furthermore, the Agency has concluded an **agreement with Frontex** on the temporary transfer of 21 contract agents (FG IV) from Frontex to eu-LISA to provide carrier support for both EES⁵⁹ and ETIAS⁶⁰ in accordance with the respective regulations. The Agency requires these posts to develop and use IT tools enabling eu-LISA to register, test and certify the connections of individual carriers to EES and ETIAS, while offering technical helpdesk support onboarding passengers bound for the EU. These human resources were originally not foreseen in the legislative financial statements (LFS) to the EES and ETIAS Regulations but reflected more in-depth experience gained in the implementation process. This staff transfer is temporary (from 2022 until the end of 2024) and these staff members will return to Frontex in 2025. This transfer will enable eu-LISA to deliver on the development of ETIAS in the years 2023–2024 as scheduled. However, these additional staff posts are unfortunately still insufficient to cover all the identified needs. Therefore, the Agency will probably have to outsource several functions. When the “borrowed” posts return to Frontex, additional staff should be granted to eu-LISA to continue the work. The Agency will reflect this issue in future planning documents from 2025 onward.

To handle the increasing volume of recruitment calls and onboarding new staff, the Agency has opted for temporary HR positions, while also maintaining a pool of recruitment specialists to handle the activities related to staff turnover to manage selection and recruitment processes during the COVID-19 pandemic. As a result, the Agency needs additional technical resources because these are short-term operational posts.

The development and implementation of new systems have led to the expansion of eu-LISA's IT infrastructure, affecting tasks related to ensuring physical and information security. Addressing these issues requires sufficient staffing which, in turn, requires the necessary budgetary resources. Despite the implementation of the activity-based workspace approach at the horizontal level, it is also necessary to urgently progress with the second extension of the operational site in Strasbourg.

⁵⁹ Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 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 and determining the conditions for access to the EES for law enforcement purposes, and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011.

⁶⁰ Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226.

Annex II presents a detailed list of activities and **required resources** for 2023–2025. To that end, the Agency conducted a comprehensive analysis to determine which positions it could outsource to minimise the request for additional staff. In accordance with eu-LISA's Sourcing Strategy, the Agency requests additional staff only for posts that cannot be outsourced and must be internally maintained, while using different sourcing methods for other positions that are not sensitive. **Annex XIII** that initially listed 34 profiles that the Agency cannot outsource has been adjusted to reflect an outcome of the conciliation procedure regarding eu-LISA budget, in which 6 additional posts shall be added to eu-LISA establishment plan to address increased cyber security threats to prevent exposure of Core Business System functions and also in view of the new responsibilities, which have increased the need for security incident management by the Agency.

2.3. Resource programming for the years 2023–2025

This section provides an overview of financial and staff-related estimates for implementing the tasks assigned to eu-LISA for 2023–2025.

2.3.1. Financial Resources planning

The financial resources for the 2023–2025 period constitute a part of eu-LISA's multiannual planning and 2021–2027 multiannual financial framework (MFF) forecast. In 2023, the Agency's estimated needs foresee a peak in the utilisation of financial resources not only due to the ongoing implementation of new tasks assigned to eu-LISA but also resulting from the evolution in the scope and complexity of the Agency's existing responsibilities.

Annex II provides a detailed overview of eu-LISA's **operational expenditure by IT systems** as foreseen in the SPD for 2023, the multiannual planning, and budget justifications. **Annex III** presents the budget breakdown according to the Agency's budgetary structure that groups operational expenditures for each IT system by budgetary chapter.

Pursuant to the Commission's MFF proposal, eu-LISA will receive a **budget of 262.231 million euros in 2023**. In the course of eu-LISA's planning exercise for the 2023–2025 period, the original MFF planning was used as the baseline for financial estimates and later revised based on the concluded tender procedures, most recent experience with the implementation of ongoing projects and programmes, as well as up-to-date market information.

The resulting **need for additional resources** in 2023 is twofold:

- **new systems entrusted to eu-LISA:** the adoption of secondary legislation provided critical details unknown during the preparation of the respective legislative financial statements. It resulted in a significant increase in the scope and complexity of the new systems, including their integration into the interoperability architecture.
- **increased complexity of the systems:** the maintenance costs of supporting infrastructure and software exceed initial estimates. The infrastructure footprint of the new systems was bigger than originally anticipated, together with the results of tendering procedures, where system maintenance costs were calculated based on their existing architecture. In addition, the utilisation of the Agency's common shared infrastructure (CSI) platform exceeded the original plans due to increased demands stemming from both new and existing systems, greatly affecting its maintenance costs.

The Agency based these estimates on previous experience, i.e., current invoices and the prices extrapolated from existing contracts and maintenance in working order (MWOs). Consequently, eu-LISA will have to refine and adjust these estimates based on the received offers⁶¹.

2.3.2. Human resources planning

This programming document provides staff estimates for the implementation of the tasks assigned to eu-LISA via regulations adopted in the years 2017–2020, as well as those scheduled for adoption in 2021 and 2022.

Although eu-LISA was granted resources for recruiting additional operational staff to implement the expanded mandate, the Agency's requests for additional support staff to shore up the horizontal work and projects remained unanswered. Subsequent internal review processes have determined that this has resulted in **critical staff shortages, re-prioritisation of tasks, and outsourcing of selected activities**.

⁶¹ The Agency has recently launched the tendering process for the Transversal Operational Framework (TOF) that aims to cover the maintenance of all systems.

For the past couple of years, the Agency has annually indicated **discrepancies between the allocated resources** and those necessary to implement the tasks assigned under the expanded mandate. In this respect, it is important to recognise and bear in mind that the rollout and implementation of a new system will not automatically lead to a reduction in the amount of work for the Agency. Upon entry into operation, the only difference is that the focus shifts from project implementation to operational management of the new system and the corresponding infrastructure. As a result, the automatic reduction of staff at the end of each project inevitably creates staffing shortages for the operational management phase that the Agency must resolve by requesting additional staff, yet again.

In addition, eu-LISA has identified several staff positions, not included in relevant Commission proposals that the Agency cannot outsource. The Agency deems these additional staff positions to be indispensable for the following tasks that are related to:

- proceeding with the second extension of the Agency's technical site in Strasbourg that cannot be outsourced or delegated to the national authorities;
- providing administrative support to the governance bodies of new JHA information systems, and supporting the day-to-day operations of the two units of eu-LISA's Corporate Governance Department, in particular, communication activities;
- performing tasks and ensuring business continuity in critical functions, as well as providing high-level administrative support;
- enhancing security monitoring and eu-LISA's Enterprise Project Management Office (EPMO);
- strengthening the Agency's security function.

The staff figures granted to eu-LISA in the relevant Commission proposals are in Table 4, together with the staff plan for the 2023–2025 period.

Table 4. Staff estimates for the 2023–2025 period

	2023				2024				2025			
	TA	CA	SNE	Total	TA	CA	SNE	Total	TA	CA	SNE	Total
Baseline staff (eu-LISA Regulation)	113	30	9	152	113	30	9	152	113	30	9	152
LFS EES	32			32	32			32	32			32
LFS ETIAS	7	35		42	7	35		42	7	35		42
LFS SIS Borders/LE and SIS returns		4		4		4		4		4		4
LFS SIS police cooperation				0				0				0
LFS Change of funding Regulation — additional staff	23	27	2	52	23	27	2	52	23	27	2	52
LFS Interoperability	31	34		65	24	31		55	22	30		52
LFS ECRIS		5		5		5		5		5		5
LFS Eurodac Recast ⁶²	2			2	2			2	2			2
LFS VIS Recast ⁶³	6	7		13	6	6		12	3	3		6
LFS e-CODEX system ⁶⁴	2	3		5	2	3		5	2	3		5
EES-ETIAS carrier support		21		21		21		21		0		0
LFS Prüm II					6			6	7			7
LFS JITs					4			4	8			8
LFS visa digitalisation					5	3		8	5	3		8
Sub-total as per establishment plan	216	166	11	393	224	165	11	400	204	140	11	375
SPD 2023–2025 additional staff	6			6	6			6	6			6
Total	222	166	11	399	230	165	11	406	210	140	11	381

For 2023–2025, eu-LISA should receive 6 additional TA posts not listed in relevant Commission proposals.

⁶² Eurodac has been allocated 2 TA posts, subject to the revision of the relevant Regulation.

⁶³ The staff numbers are rolled out by one year in comparison to the Commission proposal for the Regulation due to its delayed adoption.

⁶⁴ The staffing plan envisages 2 CA posts in 2022 and 3 TA posts in 2023.

More detailed descriptions of staff estimation for 2023–2025 are in section 2.2.3 Resource programming for the 2023–2025 period, in Annex XIII and Annex II which presents a three-year perspective. Annex II includes full-time equivalents (FTE) for the staff indicated in Table 4, and the FTEs the Agency needs to outsource. If sufficient resources are not allocated for Agency to perform indicated necessary tasks, eu-LISA will need to outsource an even higher number of FTEs or reprioritise the activities in question.

The evolution of the staff quota is presented in Annex IV, while Annex V provides further information on eu-LISA's recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and staff training programme.

2.4. Strategy for achieving efficiency gains

In the long-range, eu-LISA's goal is to evolve into an agile and efficient organisation that duly achieves its objectives and delivers excellent performance. As a part of this strategy and to improve its overall governance, resource planning and budget management, the Agency has put significant effort into redesigning its operational model, including its sourcing strategy, planning and reporting. In addition, eu-LISA is also looking into the possibilities for optimisation to achieve even greater levels of efficiency. In this respect, the Agency needs to have a clear overview of its service portfolio, the capabilities needed to deliver these services, and an understanding of how to best source these capabilities and services.

To deliver its mandate and achieve its policy objectives, eu-LISA must consider the constraints that affect its human resources. In 2022, the Agency adopted a **Sourcing Strategy**, laying down what types of human resources the Agency can allocate to perform specific tasks per area of activity. The strategy allows using internal staff only for critical services and roles that cannot be outsourced. For all other services, the Agency can employ external contractors, or apply a mixed model utilising internal and external staff. European Court of Auditors (ECA) recommended this approach to sourcing. The new sourcing strategy will provide valuable guidance for the planning of human resources, and provide a more transparent justification for additional staff requests. In addition, the Agency is finalising new framework contracts for sourcing external support, i.e., to outsource the tasks and work for which eu-LISA has an insufficient number of allocated internal staff posts.

During its first 10 years, characterised by intensive development, the Agency's scope has expanded considerably regarding tasks and budget, while also undergoing a comprehensive overhaul of its organisational structure. Today, eu-LISA has reached the point where it needs to reassess, level and optimise its performance to improve the utilisation of its resources to contribute more efficiently to implementing the EU's JHA policies. It is important at the time of writing this document, as the Agency needs to consider the long-term negative financial effects stemming from increasing inflation spurred by economic recovery, the continued disruption of value chains, and pressure from increasing energy costs.

The efficiency and effectiveness of public spending are the cornerstones of good institutional governance and the Agency is committed to ensuring the cost-effectiveness of its operations. However, because of the specific legal framework in which eu-LISA operates as an EU agency, in particular the restricted access to resources and the obligatory scope and level of services that the Agency must provide to its stakeholders, the main avenue for achieving efficiency gains is by finding internal opportunities to optimise performance, i.e., to go beyond the possibilities identified by the sourcing strategy.

To that end, the Agency has prepared a draft **Efficiency Gains Strategy** focusing on streamlining its processes, optimising governance, building capacity, implementing regular reviews, and introducing precise measurement and automation. In particular, this draft strategy covers the following areas:

- definition, documentation and measurement of processes,
- improvements to processes, using regular review and optimisations, and also on-demand,
- value chain analysis,
- quality management lead improvements,
- regular review and optimisation of internal governance and organisational structures,
- regular review and optimisation of governance methods and practices,
- automation, incl. the implementation of machine learning and AI for processes and services,
- new more efficient dedicated IT tools that will support optimisation of the work, in areas such as planning and monitoring, knowledge management, document management,
- definition, measurement and reporting of services, based on the established measurement tree and the implementation of a balanced scorecard.

To achieve efficiency gains, the organisation must engage in comprehensive capacity building across the board, including developing necessary skills and knowledge among the staff. The Agency needs to implement capacity building in conjunction with the Agency's Human Resources Strategy.

2.5. Negative priorities/decrease of existing tasks

When the Agency prepared this document, it did not foresee any negative priorities for 2023. However, depending on the final outcome of the decision on allocating resources for additional staff and budget planning for 2022, the eu-LISA might need to establish negative priorities and/or reduce the number of planned tasks if the human and/or financial resources allocated to the Agency are not going to be sufficient to cover all the activities planned for 2023.

III.
ANNUAL
PROGRAMMING

2023

Annual Work Programme for 2023

1. Executive Summary

The following work programme outlines eu-LISA's key priorities for 2023 and provides an overview of the activities which the Agency intends to carry out to achieve its strategic objectives set in this programming document under each set priority.

The Agency's activities planned for 2023 are centred around the following priorities:

- ensuring the stable and uninterrupted operation, implementation of evolutions and services of the EU's JHA information systems managed by the Agency (i.e., SIS, VIS and Eurodac),
- implementing the new IT systems entrusted to eu-LISA (i.e., EES, ETIAS, ECRIS-TCN, and e-CODEX) and the development of Interoperability architecture,
- providing support and expertise to the Commission and the Member States,
- stepping up the Agency's contribution to the EU's justice domain,
- progressing with the second extension of eu-LISA's operational site in Strasbourg,
- preparing for the regular evaluation of the Agency in accordance with Article 39 of the establishing Regulation.

The large number of information systems entrusted to the Agency, together with the continuously evolving regulatory framework, frames a very challenging setting for eu-LISA's next decade, especially considering the ever-increasing pressure to deliver results with limited resources against the high expectations of our stakeholders. This annual work programme reflects eu-LISA's sustained efforts to maintain and enhance its operational efficiency and agility to tackle these challenges.

▾ PRIORITY 1

ENSURING THE STABLE AND UNINTERRUPTED OPERATION AND IMPLEMENTATION OF EVOLUTIONS OF SYSTEMS MANAGED AND SERVICES DELIVERED BY EU-LISA

The Agency's core priority for 2023 will be to ensure the stable and uninterrupted operation and implementation of evolutions of systems managed and services delivered by eu-LISA for the EU's JHA information systems (i.e., **Schengen Information System, Visa Information System, Eurodac**). With this, the Agency will continuously support the implementation of the **EU's Security Union Strategy** objectives for building a strong European security ecosystem and maintaining the integrity of the Schengen Area, while also facilitating the application of the **Dublin Regulation** in streamlining the processing of asylum applications.

The Agency will provide preventive, corrective, adaptive and perfective maintenance of all core business systems and their respective communication infrastructures and high-quality 24/7 first- and second-level support to ensure their continuous availability. In support of operational management, the Agency continues its focus on delivering key processes such as operational change management, release and deployment management, and test management, while ensuring active collaboration with all stakeholders. In addition, the Agency will focus its efforts to improve the overall service performance, resilience and security of its core business systems.

Additionally, eu-LISA will proceed with connecting SIS and VIS with the interoperability components and the implementation of the revised VIS Regulation, together with the horizontal active-active solution, focusing primarily on testing with the Member States. In 2023, the Agency will implement a new information alert allowing Europol to share information on third-country nationals suspected of terrorism or serious crimes, and integrate Croatia in the VIS with full access.

The Agency will also ensure the effective and efficient start of the operational management of the new systems that will become fully operational in the middle and at the end of 2023, i.e., the Entry/Exit System (EES), the European Travel Information Authorisation System (ETIAS), and the European Criminal Records Information System — third-country nationals (ECRIS-TCN). What is more, the Agency will also focus on the successful takeover of the operational management of the e-CODEX.

The development of Eurodac will depend on the progress made with the drafting and subsequent adoption of the recast Eurodac Regulation. However, eu-LISA will be ready to progress with the implementation of the necessary development work and integration with the interoperability components.

▾ PRIORITY 2

PROCEEDING WITH THE IMPLEMENTATION AND DEVELOPMENT OF NEW SYSTEMS ENTRUSTED TO EU-LISA, AND THE INTEROPERABILITY ARCHITECTURE

To further improve the EU's travel and border management system, it is also critical to finalise the implementation of the new JHA systems entrusted to eu-LISA: **Entry/Exit System** and **European Travel Information and Authorisation System**. Therefore, the Agency's primary objective is to **ensure timely entry into operation** of the new systems that are all expected to be fully functional by the end of 2023 — EES, ETIAS and ECRIS-TCN.

Furthermore, the Agency continues the development and implementation of interoperability components. These components make up the overarching **interoperability architecture** that is scheduled to enter into operation by 2024. Achieving overarching systems interoperability is set to improve the operational efficiency and effectiveness of all EU's JHA information systems while facilitating the access of national and EU authorities to relevant information. In 2023, the Agency will trigger the entry into operation of sBMS. The focus will also be on overall systems integration to enable cross-domain identification, particularly on further developing sBMS functionalities related to recasts, including also facial recognition for VIS and ECRIS-TCN, and migrating biometric data from different systems (SIS, ECRIS-TCN and Eurodac) to sBMS.

The Agency will also continue to evolve the systems in line with regulatory requirements and the needs of the Member States, in particular, setting up the ETIAS connection for the VIS Recast and upscaling the capacity of EES and VIS to facilitate the use of sBMS.

▾ PRIORITY 3

PROVIDING SUPPORT AND EXPERTISE TO THE COMMISSION AND THE MEMBER STATES

The Agency will continue the implementation of its research, development and innovation by focusing on the monitoring of relevant research, implementing pilot projects and proofs of concept, carrying out testing activities, as well as providing project-based expert support to the Commission and the Member States. As part of its general coordination activities, eu-LISA will produce reports on the technical functioning of the EU's JHA information systems and publishes statistics on their usage and will provide tailored training to the Member States on the technical use of the systems.

In 2023, the Agency intends to develop eu-LISA's capabilities and expertise in the area of artificial intelligence (AI) while also continuing to support the Member States in the development of AI capabilities within the framework of the eu-LISA Working Group on Artificial Intelligence. Additionally, the Agency will set up the Centre for Excellence in Artificial Intelligence. eu-LISA is also committed to actively engaging in and contributing to the projects of the EU Innovation Hub for Internal Security. The Agency will set up the **testing lab for technical equipment and solutions** used for the EU's JHA systems overseen by eu-LISA in close collaboration with Frontex and other relevant stakeholders.

▾ PRIORITY 4

STEPPING UP THE AGENCY'S CONTRIBUTION TO THE EU'S JUSTICE DOMAIN

The Agency is looking to step up its contribution to the EU's **justice domain** by facilitating the modernisation and digitalisation of cooperation between law enforcement and judicial authorities. In 2023, this includes finalising the implementation of the **European Criminal Records Information System for third-country nationals** and ensuring the successful takeover of the operational management of the **e-CODEX** system.

➤ PRIORITY 5

PROGRESSING WITH THE SECOND EXTENSION OF EU-LISA'S OPERATIONAL SITE IN STRASBOURG

As an ongoing multiannual project, the Agency keeps moving forward with the implementation of the **second extension for its operational premises** in Strasbourg. This additional space is intended to accommodate the expanded organisation in terms of staff, as well as hosting both existing and new JHA systems entrusted to eu-LISA.

➤ PRIORITY 6

PREPARING FOR THE AGENCY'S REGULAR EVALUATION IN ACCORDANCE WITH ARTICLE 39 OF EU-LISA'S ESTABLISHING REGULATION

Finally, the Agency is set to undergo the **regular five-year external evaluation** as stipulated in Article 39 of the establishing Regulation — a critical test for the Agency's administration and governance. The Agency will contribute to the process by providing input through a benchmarking exercise of its core operations, to be finalised in the first quarter of 2023. The external evaluator must deliver the final evaluation report by the end of 2023.

2. Activities

2.1. New Systems and Innovation

The following section provides an overview of the development of the new border management systems in the domain of home affairs — EES and ETIAS, as well as two new systems in the justice domain — ECRIS-TCN and e-CODEX. In addition, eu-LISA is also finalising preparations for the entry into operation of the overarching interoperability architecture for all JHA information systems overseen by eu-LISA.

In the **home affairs domain**, the new systems — EES and ETIAS — will facilitate smarter and more efficient management of the EU's external borders by ensuring secure and seamless access to traveller information for all authorised personnel, e.g., border guards, law enforcement and immigration authorities.

In the **justice domain**, the Agency supports the development and implementation of new digital solutions that contribute to the ongoing modernisation and digitalisation of judicial systems across Europe, with a view to improving cooperation between national authorities, while also providing better access to justice to EU citizens and businesses.

The budget estimates and the necessary human resources for all tasks are presented in Annex II.

2.1.1. New Systems

In 2023, the Agency's primary objective is to **ensure timely entry into operation** of the following new systems: EES, ETIAS, ECRIS-TCN and e-CODEX. As soon as these systems become operational, the focus will shift to providing maintenance and operational support to all system users.

In terms of programme implementation, the Agency has identified the following challenges:

- any delays in implementation could, in turn, cause subsequent delays in entry into operation and the start of systems maintenance phase as scheduled;
- the maintenance of new systems may be more slow-paced, compared to the legacy systems, because the new ones may require more alignment with other component owners, as well as more careful design;
- interdependencies between different systems and internal resource constraints impact the implementation of other projects or non-project tasks.

Entry/Exit System (EES)

The Entry/Exit System will improve the management of external borders of the Schengen Area by recording the cross-border movements of third-country nationals (TCN) for the purposes of strengthening internal security and preventing irregular immigration, while also contributing to the fight against terrorism and organised crime. Initially put forward in the context of the **Smart Borders package** in 2013, the development of EES started in 2018, and it is scheduled to enter into operation in May 2023.

EES will modernise border control processes and improve efficiency through automation by **replacing manual passport stamping with electronic registration** of all cross-border movements of third-country nationals. As such, the system will support the Member States in dealing with growing traveller flows by increasing the speed and efficiency of border checks and optimising the number of border guards at checkpoints.

What is more, EES will ensure better **monitoring of authorised stays** and the identification of possible over-stayers by keeping track of short-term stays by way of registering the dates and places of entry/exit for visits lasting up to 90 days in any 180 days.

The system will operate by communicating with the national systems of the Member States. It will also include two online applications:

- a dedicated website enabling TCNs to verify the status of their authorised stay in the EU;
- a web service for air, land and sea carriers for verifying, prior to boarding, whether a third-country traveller's visa has at least one remaining authorised entry or has a valid visa exemption.

In 2023, the main objectives are:

- to finalise the implementation of EES and its web services by May 2023, in accordance with the revised timeline proposed by the eu-LISA Management Board on 23 June 2022, and endorsed by the JHA Council on 11 July 2022, approving the revised timeline for Smart Borders and Interoperability;
- to finalise the establishment of connections between EES and all interoperability components.

Project/Non-project task	Objective	Description and main milestones
EES adjustments for Interoperability components	To ensure performance and compliance with interoperability components.	Implementing connections between EES and all interoperability components.
EES core implementation final system acceptance (FSA)	To design, implement and run qualifications of the EES central system and its communication infrastructure. To adapt the security environment and measures to comply with new types of services. To make preparations for interoperability with other central systems operations.	Providing corrective maintenance, Service Desk support and transversal services during the transition period of six months until the system is fully operational.
Web services implementation finalisation	To finalise the delivery of the EES Web Service, the ETIAS Carrier Interface in a modular, fully extensible and scalable way in order to be able to cover future needs (e.g., Revised VIS).	Implementing the EES Web Service, the ETIAS Carrier Interface.

Performance indicators	Performance target
Project cost	Total deviation ≤ 5 %
Project schedule	Total deviation ≤ 5 %
Project scope	No deviation

European Travel Information and Authorisation System (ETIAS)

ETIAS is a pre-travel online authorisation system for **visa-exempt third-country nationals** (TCNs) travelling to the Schengen area. The system is intended to **streamline border-crossing procedures** and waiting times at the border, while also improving the efficiency of border management and supporting the EU's visa liberalisation policy. The Agency started the development of ETIAS in 2018, and it is scheduled to enter into operation in November 2023.

ETIAS travel authorisations are checked by border guards at the EU's external border crossing points and by air, sea and land carriers prior to boarding. ETIAS reduces border procedures and waiting times at the border, reinforces border management and supports the EU visa liberalisation policy as it enables information checks across all JHA databases, including Europol and Interpol databases, for advance verification of potential security, migration and public health risks that may give grounds for denying entry to the Schengen Area, e.g., by using existing data to detect criminals or terrorists who use different aliases to escape detection. In addition, the Agency will also start monitoring technical solutions for the 'white list' of secure audio-video communication tools that the ETIAS national units could use to conduct interviews with the applicants in cases where the consular services are out of reach.

In 2023, the main objective is:

- to finalise ETIAS implementation by November 2023, in accordance with the revised timeline proposed by the eu-LISA Management Board on 23 June 2022, and endorsed by the JHA Council on 11 July 2022, approving the revised timeline for Smart Borders and Interoperability.

Project/Non-project task	Objective	Description and main milestones
ETIAS implementation finalisation	To design, implement and run qualifications of the central system and its communication infrastructure. To adapt the security environment and measures to comply with new types of services. To make preparations for interoperability with other central systems operations.	Providing corrective maintenance, Service Desk support and transversal services during the transition period of six months until the system is fully operational.
ETIAS — Newest Technology Watch	To monitor appropriate technical solutions for ETIAS Watchlist, with a view to testing pre-selected tools and advising Member States.	Regular technology monitoring and market research, as per ETIAS Watchlist implementing decision, to identify appropriate technical solutions for searching encrypted data in inexact mode, and also audio-video tools. This includes regular reporting and proposing technical updates to the Commission and the Member States after successful testing.

Performance indicators	Performance target
Project cost	Total deviation ≤ 5 %
Project schedule	Total deviation ≤ 5 %
Project scope	No deviation

European Criminal Records Information System — third-country nationals (ECRIS-TCN)

ECRIS-TCN is the first large-scale IT system designed and developed by eu-LISA for the EU's justice domain. It is a centralised hit/no-hit system that **supplements the European Criminal Records Information System (ECRIS)** database with conviction information on third-country nationals (TCN) and stateless persons that must be taken into consideration by national judicial authorities when adjudicating criminal cases.

Together, ECRIS and ECRIS-TCN enable judges, prosecutors and other relevant authorities to obtain comprehensive information on the **criminal histories of third-country nationals and stateless persons**, regardless of the Member State where they were previously convicted. As such, ECRIS-TCN contributes to implementing the principle of mutual recognition of sentences and judicial decisions across the Schengen Area.

The preparations for the development of ECRIS-TCN started in 2019, and its entry into operation is scheduled for November 2023. ECRIS-TCN comprises a central system that stores the identity information on convicted third-country nationals and stateless persons, national central access points in each Member State, an interface software — **ECRIS reference implementation (ECRIS RI)** — for connecting to the central system, and a communication infrastructure connecting national central access points to the central system.

In 2023, the main objective is:

- to finalise ECRIS-TCN implementation by November 2023, in accordance with the revised timeline proposed by the eu-LISA Management Board on 23 June 2022, and endorsed by the JHA Council on 11 July 2022, approving the revised timeline for Smart Borders and Interoperability.

Project/Non-project task	Objective	Description and main milestones
ECRIS-TCN implementation finalisation	To ensure ECRIS-TCN final system acceptance (FSA) after its entry into operation.	Finalisation of ECRIS-TCN system implementation by successfully accepting the system after its entry into operation.
Performance indicators	Performance target	
Project cost	Total deviation ≤ 5 %	
Project schedule	Total deviation ≤ 5 %	
Project scope	No deviation	

e-Justice Communication via Online Data Exchange (e-CODEX)

The EU's e-CODEX system, in operation since 2013, is a communication platform designed to facilitate **secure cross-border exchange of electronic content** between European judicial authorities. Prior to e-CODEX, information exchange in cross-border judicial proceedings was hindered by the wide variety of fragmented and incompatible national IT solutions.

In 2020, the Commission entrusted the development and maintenance of the e-CODEX connector to eu-LISA as of 2023 — an important step towards increasing the Agency's **contribution to the digitalisation of the EU's justice domain**. The e-CODEX system consists of a package of software products and applied standards and best-practices to deliver fully integrated cross-border public services. It connects autonomous national digitally supported procedures and related IT means, ensuring secure electronic transmission of information in cross-border justice proceedings. eu-LISA is scheduled to take over its operational management by the end of 2023.

In 2023, the main objective is:

- to ensure successful takeover of the e-CODEX system by eu-LISA.

2.1.2. Interoperability

Interoperability is the ability of information systems to exchange data and enable the sharing of information. The efficient management of Europe's external borders, internal security and migration relies upon the **interoperability of all JHA information systems managed by eu-LISA**: SIS, VIS, Eurodac, EES, ETIAS, and ECRIS-TCN. This overarching systems interoperability will be delivered through several **interoperability components** that will enable European border guards, police officers and visa and immigration officials to use and access faster, more reliable and complete information about security threats.

The EU's JHA interoperability architecture comprises the following components:

- **European search portal (ESP)** facilitating the fast, seamless, efficient, systematic, and controlled searches across all JHA information systems by authorised users;
- **shared biometric matching service (sBMS)** storing biometric templates, and enabling users to search and cross-match biometric data across all JHA information systems;
- **common identity repository (CIR)** enabling the correct identification of third-country nationals;
- **multiple-identity detector (MID)** allowing the uncovering of multiple identities, with the dual purpose of ensuring the correct identification of bona fide travellers, and combating identity fraud.

In addition, eu-LISA is also developing a **central repository for reporting and statistics (CRRS)** to provide cross-system statistical data and analytical reporting on all JHA systems for policy, operational and data quality purposes.

Together, these interoperability components will constitute **the backbone of Europe's internal security, border control, and migration management**, and contribute to the **EU Security Union Strategy** by improving the operational efficiency and effectiveness of JHA information systems.

The Agency is committed to delivering the new interoperability architecture in 2024; however, there are some possible challenges ahead:

- issues related to insufficient space at the data centres may affect smooth operation (e.g., overheating within racks due to insufficient space, difficulties adding infrastructure in case of problems, e.g., due to capacity pressures, etc.);
- interdependencies between different systems and internal resource constraints that may, in turn, affect (e.g., delay or postpone) the implementation of activities;
- the timeliness of data migration depends on the delivery of the preparatory exercise, including a detailed impact assessment, design and preparation of national data for the migration.

The following sections provide an overview of the different activities planned for each interoperability component developed in the preceding years.

Shared biometric matching service (sBMS)

The shared biometric matching service (sBMS) stores biometric templates obtained from the biometric data stored in the common identity repository (CIR) and SIS. The sBMS constitutes one of the **cornerstones of the EU's border management system** by enabling **biometric data queries** across all JHA information systems. As such, it is one of the **world's largest biometric systems**, integrating a database of over 400 million third-country nationals, incl. fingerprints and facial images.

The preparations for the development of sBMS started in 2019, and eu-LISA is scheduled to finalise its implementation in 2023.

In 2023, the main objectives are:

- to ensure effective and efficient operational management of sBMS, while also delivering the required evolutions,
- to provide the Member States with the uninterrupted availability and efficient performance of sBMS in compliance with regulatory requirements and the service-level agreements,
- to further develop sBMS functionalities related to system migrations and recasts, including facial recognition for VIS and ECRIS-TCN,
- to ensure the successful migration of data from different JHA systems to sBMS for the purposes of enabling cross-domain identification, and the extension of CIR and MID towards the justice domain.

In addition, eu-LISA will continue developing its **biometrics portfolio** by investing in research activities and target solutions to increase the overall quality of different biometrics aspects and offer prompt and high-quality support to its stakeholders. To that end, the Agency is looking to make further improvements, including research projects on different biometrics aspects, e.g., generating synthetic samples to answer related queries from the stakeholders on the existing and future biometric services.

Project/Non-project task	Objective	Description and main milestones
EES BMS / sBMS implementation finalisation	To finalise the implementation of EES-BMS and sBMS by ensuring that the final system acceptance (FSA) period is successfully completed after its entry into operation.	Finalising EES BMS and sBMS implementation after the successful entry into operation.
sBMS maintenance	To maintain sBMS in optimal working order.	Providing corrective ⁶⁵ , adaptive ⁶⁶ , perfective ⁶⁷ and preventive ⁶⁸ maintenance to ensure requisite system performance (incl. USK maintenance). ⁶⁹

⁶⁵ **Corrective maintenance** includes incident management, as well as problem and change management.

⁶⁶ **Adaptive maintenance** includes monitoring and anticipating the obsolescence of system components, with a view to maintaining compliance with state-of-the-art technologies, while also ensuring continued support from component manufacturers and editors.

⁶⁷ **Perfective maintenance** includes improvements to system components based on technical expertise and identified upturns for the purposes of ensuring continued high-quality performance.

⁶⁸ **Preventive maintenance** includes introducing changes to the system based on operational observations for the purposes of preventing potential issues from developing into serious incidents.

⁶⁹ Note that the corrective maintenance and monitoring of the centralised infrastructure hosting sBMS is covered by the transversal activity of the common shared infrastructure (CSI).

Project/Non-project task	Objective	Description and main milestones
ECRIS-TCN development in sBMS	To implement specific fingerprint operations for ECRIS-TCN, capacity and configuration in sBMS, and the migration of historical fingerprint data to sBMS.	Implementing ECRIS-TCN-related specific fingerprint operations, capacity, and configuration in sBMS, while also migrating historical fingerprint data from the Member States to sBMS.
SIS — sBMS functional integration and biometric data migration for Interoperability	To enable SIS biometric operations in sBMS.	Enabling specific fingerprint operations for SIS, capacity and configuration in sBMS and migrating fingerprint data from the Member States to sBMS.
Implementation of biometric VIS Recast functionalities in sBMS	To complete the implementation and testing of new functionalities in sBMS introduced by the VIS Recast, and also prepare for the migration and conversion of facial images from the VIS/CIR database into sBMS templates	Completing the implementation and testing of new functionalities in sBMS introduced by the VIS Recast, and preparing for the migration and conversion of facial images from the VIS/CIR database into sBMS templates.
Eurodac sBMS functional integration and data migration	To implement new biometric functionalities arising from the Eurodac Recast, and migrate existing Eurodac biometric functionalities to sBMS.	Implementing the new biometric functionalities and migrating Eurodac's existing biometric functionalities to sBMS.
Europol fingerprint database replication to sBMS (phase 1)	To optimise the visa background checks process.	Replicating Europol's AFIS fingerprint template gallery in sBMS for the purposes of implementing new biometric functionalities as specified in the recast Eurodac Regulation, and Interoperability regulations.
MID impact on sBMS	To implement connections for accommodating the additional transaction throughput capacity for operations triggered by the multiple-identity detector (MID), as well as any other functionalities identified by the impact assessment report	Increasing the transaction throughput capacity of sBMS for operations triggered MID, and implementing any other functionalities needed
Biometric portfolio development and improvements	To increase the overall quality of eu-LISA's existing and future biometric products, as well as improve the Agency's capabilities to facilitate biometric innovation.	Investing in targeted research activities and biometric solutions to increase the overall quality of existing and future biometric products, achieve independence from external providers, and improve eu-LISA's expertise and reputation on the topic of biometrics.
Follow-up and contribution to the ISO SC37 working group efforts	To ensure that the Agency's biometric agenda will be taken on board by the relevant ISO working groups on biometric standards to the maximum extent.	As the owner of one of the biggest biometric matching systems in the world, assuming a more active role in the biometrics working group (ISO/IEC JTC 1/SC 37) under the International Organization for Standardization (ISO) with a view to contributing to the development of relevant standards (e.g., data quality and testing).
Biometrics as a service (BaaS)	To develop eu-LISA's expertise and reputation as a reliable partner in the domain of biometrics.	Increasing the Agency's expertise on the existing and future biometric services and facilitating the continuous development and maintenance of biometric system(s).
Regular Biometric Working Groups	To set up an expert group on biometrics to support eu-LISA's Advisory Groups on the topic of biometrics.	Supporting the work of eu-LISA's Advisory Groups through a dedicated internal expert group on biometrics.
Performance indicators	Performance target	
Compliance with sBMS service-level agreement (SLA) and relevant corporate KPIs	100% compliance with the KPIs defined in the sBMS SLA	

Common identity repository (CIR)

The common identity repository (CIR) is a centralised database facilitating the **correct identification of third-country nationals** by pooling personal identity, travel document, and raw biometric data of persons registered in VIS, Eurodac, EES, ETIAS, or ECRIS-TCN. Additionally, CIR supports the functioning of the multiple-identity detector (MID) by facilitating and streamlining access to VIS, Eurodac, EES, and ETIAS for designated authorities (incl. Europol) for the prevention, detection or investigation of terrorist offences or other serious criminal offences. The development of CIR started in 2021 and will continue in 2023 for the CIR to be available in 2024.

In 2023, the main objective is:

- continue the implementation of the common identity repository (CIR), together with the remaining interoperability components, i.e., multiple-identity detector (MID), European search portal (ESP), and the central repository for reporting and statistics (CRRS).

Project/Non-project task	Objective	Description and main milestones
Interoperability implementation (supporting FSA activities for ESP/CIR/MID/CRRS)	To support final system acceptance (FSA) activities for the following interoperability components: ESP, CIR, MID, and CRRS.	Ensuring the successful transition to operations for the following interoperability components: ESP, CIR, MID, and CRRS.
Performance indicators	Performance target	
Availability and performance of CIR and MID interoperability components in compliance with relevant service-level agreements (SLA).	100% compliance with CIR and MID Interoperability component SLAs.	

Multiple-identity detector (MID)

The multiple-identity detector (MID) manages the links between the identities stored in different JHA information systems by creating and storing **identity confirmation files**. As such, MID supports the functioning of CIR, and the objectives of SIS, VIS, Eurodac, EES, ETIAS, and ECRIS-TCN. By interlinking data in the EU's JHA information systems, MID enables the detection of multiple identities, thus **facilitating identity checks** and **combating identity fraud**. The development of MID started in 2021 and will continue in 2023, with a view to making MID available in 2024.

For further details on specific task objectives and milestones, please refer to the tasks outlined in the section on the common identity repository (CIR) above.

European search portal (ESP)

The European search portal (ESP) facilitates fast, seamless and controlled access of Member State authorities and Union agencies to the EU's JHA information systems, and also to Europol and Interpol databases. The development of the ESP started in 2021 and will continue in 2023, with a view to making ESP available in 2024.

For further details on specific task objectives and milestones, please refer to the tasks outlined in the section on the common identity repository (CIR) above.

Central repository for reporting and statistics (CRRS)

The central repository for reporting and statistics (CRRS) pools and maintains centralised and **anonymised logs from all JHA information systems** for the purposes of providing cross-system statistical data and analytical reports. The anonymised data contained in these comprehensive reports can be used by stakeholders to support policy decisions, operational management, or data quality improvement plans. The development of CRRS started in 2019, and it is scheduled to enter into operation in 2023.

For further details on specific task objectives and milestones, please refer to the tasks outlined in the section on the common identity repository (CIR) above.

2.2. Operational management and Recast Regulations

The following section provides an overview of the activities related to the maintenance and evolution of the border control, internal security, and asylum management systems entrusted to the Agency in the **domain of home affairs — SIS, VIS, Eurodac, EES and ETIAS**, and those in the **justice domain — ECRIS-TCN, ECRIS RI and e-CODEX**. This also includes the integration of all these JHA systems with the interoperability architecture discussed in the previous subsection.

At the EU's external borders, all these IT systems are critical for ensuring efficient border management, and the implementation of the EU's common asylum, migration and visa policies. Within the Schengen area, the continuous availability of these systems is essential for guaranteeing the freedom of movement of EU citizens and residents, while also ensuring the internal security of the EU. In the justice domain, these systems contribute to the ongoing modernisation and digitalisation of justice, while also improving cross-border exchange of electronic content between European judicial authorities, thus providing better access to justice to EU citizens and businesses.

The budget estimates and the necessary human resources for all tasks are presented in Annex II.

2.2.1. Operational management of systems in production

The primary objective is to ensure the effective and efficient operational management and uninterrupted availability of eu-LISA's **core business systems — SIS, VIS, and Eurodac**, together with the new systems — EES and ETIAS, scheduled to enter into operation by the end of the year.

To support Member States and other end-users, the Agency provides training on the technical use of the systems under its purview, as well as training to experts on the technical aspects of those systems (in the framework of Schengen evaluations).

The main challenges foreseen in the process of implementing this programme are as follows:

- the introduction of changes and new technologies that may pose challenges for incident and problem resolution,
- the interdependencies between different systems and interoperability components combined with internal resource constraints may affect the implementation of planned initiatives or business-as-usual activities.

MIGRATION and HOME AFFAIRS

Schengen Information System (SIS)

SIS facilitates the exchange of information on persons and objects between national law enforcement, border control, customs, visa and judicial authorities. Launched in 1995, SIS has grown into Europe's largest and most widely used information-sharing system for **internal security and external border management**. As such, SIS constitutes a **cornerstone of the Schengen acquis**, facilitating the **free movement of people** within the Schengen Area. Since 2013, eu-LISA oversees the operational management of its central system and communication infrastructure, ensuring 24/7 operational monitoring support and timely system evolution.

Over the years, eu-LISA has improved SIS to better address counter-terrorism and irregular migration. The **second generation of SIS** has been in operation since 2013, and in 2018, eu-LISA launched the **Automated Fingerprint Identification System (AFIS)**, a biometric search capability enabling the identification of persons of interest solely based on their fingerprints. In December 2018, the adoption of the **SIS Recast Regulations** ushered in a major phase of developing new functionalities for the SIS. This will be completed in March 2023 with the entry into operation of the renewed SIS.

Starting from 2023, more extensive use of biometric data has enabled the identification of persons of interest solely based on their finger- and palm prints, and also latent prints (impressions of fingers or palms on a surface). The expanded scope of SIS applications and functionalities, for example, by introducing additional categories of alerts and expanding the list of objects for which authorities can issue alerts, has enabled wider access to Europol and Frontex hotspot teams to query information on suspects and criminals. In addition, the integration of SIS with interoperability components will provide even more added value by facilitating searches and cross-checking identities across all JHA information systems based on biometric and alphanumeric data.

In 2023, the main objectives are:

- to ensure the effective and efficient operational management of the SIS central system (including the AFIS subsystem), while also delivering the required evolutions and supporting the Member States in their management of national SIS systems;
- to provide the Member States with the uninterrupted availability and efficient performance of the SIS central system (including the AFIS subsystem) in accordance with relevant regulations and service-level agreements;
- to implement a new information alert in the SIS, to be used by the Member States, upon a proposal by Europol, on suspects of terrorism or other serious crime;
- to finalise the interconnection with interoperability components, i.e., the SIS central system capacity will be expanded to accommodate additional traffic coming from the European search portal (ESP) and the multiple-identity detector (MID), together with the implementation of requisite interoperability interfaces, and the establishment of connections with all interoperability components, except sBMS, which will still be under development.

Project/Non-project task	Objective	Description and main milestones
SIS maintenance	To ensure that system performance is in compliance with capacity, availability and performance requirements and that events are managed in accordance with the service-level agreement.	Providing corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, including conducting test and qualification campaigns.
SIS AFIS maintenance	To ensure 24/7 availability of the system.	Ensuring 24/7 availability of the system as well as providing corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance.
Extended capacity of SIS	To draft specifications, design, test and integrate necessary functional and non-functional changes to the core SIS in order to ensure the extended capacity of the core SIS to handle additional interoperability traffic and alerts.	Extending the capacity of the core SIS to handle additional traffic arising from overall systems interoperability and additional alerts.
Central SIS interconnection with all interoperability components (except sBMS)	To align SIS with the requirements set in the Interoperability Regulations.	Finalising the alignment of SIS with the requirements outlined in the Interoperability Regulations.
SIS AFIS migration to sBMS	To migrate SIS AFIS data to sBMS for the purposes of enabling the multiple-identity detector (MID) functionality, ensuring that all biometrics are stored in the same place but logically separated.	Integrating SIS with sBMS and migrating SIS AFIS biometrics to sBMS.
SIS support to the Member States	To ensure the operational readiness of national systems, and compatibility with the SIS central system.	Providing operational support to the Member States during the qualification of national system evolutions, and during test and qualification campaigns.
Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection	To enable the SIS central system to interconnect with other internal or external systems (e.g., VIS, ETIAS), and to update the SIS central system with ETIAS legal requirements by enabling alphanumeric searches.	Cooperating with the ETIAS team to coordinate the alignment of planning and project implementation; configuring the interconnection module/interface (interconnectivity) between SIS and ETIAS; fine-tuning the SIS Central System alphanumeric search capacity aspects to comply with the required volume of searches; testing before final deployment to production; deployment to production, project closure activities and final system acceptance.
New search engine and Oracle upgrade for SIS	To deploy the Elasticsearch search engine and the Oracle upgrade	The implementation of a new search engine and Oracle upgrade will ensure sufficient support for additional capacity for queries and alerts. The project is expected to be finalised by mid-2023.
Implementation of new information alert to SIS	To implement a new information alert in the SIS, to be used by the Member States upon a proposal by Europol.	The central SIS and the national SIS will implement the new information alert. The project will include the design and development of the solution, the testing phase, the deployment in production and the training of users.

Performance indicators	Performance target
SIS central system availability	≥ 99.99%
SIS central system response time	≥ 99.5% ⁷⁰

Visa Information System (VIS)

VIS, as the other core element of the Schengen area, supports the implementation of the EU's common visa policy by connecting Member State consulates in non-EU countries with the EU's network of external border crossing points. The system supports European consular authorities in the **processing of visa applications** and the delivery of **short-stay visas** either for short-term visits or for transiting through the Schengen Area.

Using its biometric matching service (BMS), the subsystem responsible for biometric operations, VIS **combats visa fraud** by identifying persons who may not or may no longer fulfil the conditions for entry, stay or residence in the Schengen area. Together with Eurodac, it also helps to identify the EU country responsible for examining asylum applications and contributes to preventing threats to internal security posed by irregular migration.

VIS entered into operation in October 2011 and has been operational worldwide since February 2016. eu-LISA oversees its operational management, ensuring 24/7 support and timely system evolution.

The **revised VIS Regulation**, adopted in 2021, extended the system's scope to include **long-stay visas** and residence permits, the carrier gateway, and the live capture of facial images, while also ensuring interoperability with other JHA systems and databases. These changes will ensure a more effective response to the evolving security and migration challenges, improving the overall management of the EU's external borders. To accommodate these new functionalities, eu-LISA must complete a significant update of the VIS central system by 2025.

In 2023, the main objectives are:

- to ensure the effective and efficient operational management of the VIS central system, while also delivering the required evolutions and supporting the Member States in their management of national systems;
- to continue with the implementation of the revised VIS Regulation, together with the horizontal active-active solution to ensure the system's uninterrupted availability, focusing primarily on testing with the Member States;
- to proceed with the implementation of VIS interoperability (i.e., ESP for all queries directed to VIS, CIR, MID, and CRRS);
- to integrate Croatia into the VIS with full access once the relevant legal basis is adopted.

Project/Non-project task	Objective	Description and main milestones
VIS Maintenance	To ensure that system performance is in compliance with capacity, availability and performance requirements, and that events are managed in accordance with the service-level agreements.	Providing adaptive, perfective and preventive maintenance to ensure requisite system performance.
VIS Recast development (including active-active setup)	To draft specifications, procure, design, test and integrate requisite functional and non-functional changes to VIS in accordance with the revised VIS Regulation, and to ensure the system's continued uninterrupted availability (i.e., zero downtime and data loss).	Developing and integrating the requisite functional and non-functional changes to VIS in order to ensure continued uninterrupted availability of the system (incl. zero downtime and data loss).
VIS integration with interoperability components	To implement the connection (incl. the fallback scenario) with the remaining interoperability components: the European search portal (ESP), the common identity repository (CIR) and the central repository for reporting and statistics (CRRS).	Finalising the establishment of connections between VIS and all interoperability components.

⁷⁰ The percentage of category 1 queries (exact) replied within one second, as per KPI cards adopted by the Management Board with document 2020-062.

Project/Non-project task	Objective	Description and main milestones
Integration of Croatia in the VIS with full access	To grant full access to VIS to Croatia.	This task will include network configuration on both national and central sides, setup of ITSM connections, participation in VIS and SM9 trainings, provision of the list of authorities and confirmation of the single point of contact. In addition, eu-LISA will run compliance tests with Croatia.
Performance indicators		Performance target
VIS central system availability		≥ 99.99
VIS central system response time		100% (as per KPI cards adopted by the Management Board)

Eurodac (European Asylum Dactyloscopy Database)

Eurodac supports the application of the Dublin Regulation by facilitating the identification of asylum applicants and persons apprehended in connection with irregular crossing of the EU's external border to determine whether they have previously claimed asylum in another EU country or have entered the Schengen Area illegally. Eurodac has been operational since 2003, and eu-LISA has overseen its operational management and ensuring 24/7 support and timely system evolution since 2013.

Eurodac streamlines the examination of asylum applications by determining the country responsible for checking an asylum application and assisting the Member States in detecting possible cases of 'asylum shopping' by comparing the fingerprints of new applicants with those already registered in the database. Since 2015, national law enforcement agencies and Europol can also access Eurodac, under strict conditions and as a last resort, for the purposes of preventing, detecting or investigating terrorist or serious criminal offences.

Eurodac comprises a central unit equipped with a computerised central database for comparing fingerprints and a system for electronic data transmission between the Member States and the central database managed by eu-LISA. The **integration of Eurodac with the interoperability components** will provide added value by enabling the searching and cross-checking of identities across all JHA information systems overseen by eu-LISA (i.e., SIS, VIS, EES, ETIAS, and ECRIS-TCN).

In 2020, the European Commission presented a comprehensive **New Pact on Migration and Asylum** that included an amended proposal to expand Eurodac's scope to reflect changes in the Dublin mechanism by introducing alphanumerical data to improve the detection of unauthorised movements, and contribute to combating irregular migration. The new functionalities of the Recast Eurodac Regulation would allow more comprehensive information exchange on matters related to asylum and irregular migration, significantly improving asylum and migration management across the EU.

The Agency stands ready to implement the Eurodac Recast Regulation that is still pending at the writing of this document. This has resulted in the postponement of a major Eurodac evolution planned in previous programming documents, including the implementation of new functionalities and the integration of Eurodac with the JHA interoperability architecture. Since Eurodac will be running on a redesigned central system from 2023, additional maintenance activities are expected, mainly due to the new infrastructure/architecture in production. By reusing the Agency's existing technology transversally, eu-LISA aims to reduce the effort needed to manage Eurodac in the mid-term.

In 2023, the main objectives are:

- to ensure the effective and efficient operational management of the Eurodac central system and DubliNet, while also delivering the required evolutions and supporting the Member States in their management of national systems;
- to continue implementing the Eurodac Recast requirements and integrating the system with interoperability components, as soon as the new legal base is adopted.

Project/Non-project task	Objective	Description and main milestones
Eurodac — DubliNet maintenance	To ensure that system performance is in compliance with capacity, availability and performance requirements, and that events are managed in accordance with the service level agreements.	Providing adaptive, perfective and preventive maintenance to ensure requisite system performance.
Eurodac Recast implementation (incl. integration with interoperability components)	To align Eurodac with the requirements outlined in the proposal for recast Eurodac Regulation, and to optimise Eurodac capacity to accommodate the additional traffic resulting from the new business needs stemming from the recast Regulation, and also Interoperability regulations.	Designing and deploying new Eurodac architecture, creating an interface between Eurodac and interoperability components, in conjunction with increasing database capacity and transaction throughput.

Performance indicators	Performance target
Eurodac central system availability	≥ 99.99%
Eurodac central system response time	≥99.45% (as per KPI cards adopted by the Management Board)

Entry/Exit System (EES)

Starting from May 2023, eu-LISA will be responsible for the operational management of the EES central system and communication infrastructure, ensuring 24/7 operational monitoring support and timely system evolution. For more information about the system, please refer to the EES section under chapter 2.1.1 New Systems.

As of May 2023, the main objectives are:

- to ensure the effective and efficient operational management of the EES central system and its associated web services for third-country nationals and carriers, while also delivering the required evolutions and supporting the Member States in their management of national units,
- to provide the Member States with the uninterrupted availability and efficient performance of the EES central system and its associated web services in compliance with relevant regulations and service-level agreements.

The operational maintenance of the system is presented under chapter 2.2.1 Operational management of systems in production.

Project/Non-project task	Objective	Description and main milestones
EES core maintenance	To ensure that system performance is in compliance with capacity, availability and performance requirements, and that events are managed in accordance with the service-level agreements.	Providing adaptive, perfective and preventive maintenance to ensure requisite system performance.
Web services maintenance	To ensure that the performance of EES web services is in compliance with capacity, availability and performance requirements and that events are managed in accordance with the service-level agreements.	Providing adaptive, perfective and preventive maintenance to ensure requisite system performance.

Performance indicators	Performance target
EES central system availability	≥ 99.99%
EES central system response time	≥ 99.55%

JUSTICE DOMAIN

ECRIS reference implementation (ECRIS RI)

Under EU law, national courts must consider previous convictions when passing sentences in criminal cases. To facilitate information exchange between European judicial authorities on criminal records, the EU set up the **European Criminal Records Information System (ECRIS)**, operational since 2012.

The ECRIS reference implementation (ECRIS RI) is the interface software used by the Member States for the exchange of criminal records information through ECRIS. As of 2020, eu-LISA has been in charge of the operational management and maintenance of the ECRIS RI central system and its communication infrastructure. Additionally, the Agency is responsible for preparing and submitting monthly ECRIS statistical reports to the European Commission.

In 2023, the main objectives are:

- to ensure the effective and efficient operational management of the ECRIS RI central system, while also delivering the required evolutions,
- to provide the Member States with the uninterrupted availability and efficient performance of ECRIS RI in compliance with relevant regulations and service-level agreements.

The operational maintenance of the system is presented under chapter 2.2.1 Operational management of systems in production.

Project/Non-project task	Objective	Description and main milestones
ECRIS RI maintenance	To ensure the sharing of information on convicted persons among relevant authorities across the EU.	Ensuring the sharing of information on convicted persons among relevant authorities across the EU.
Performance indicators	Performance target	
Compliance with relevant service-level agreement (SLA)	100% compliance with the KPIs defined in the relevant SLA	

European Criminal Records Information System — third-country nationals (ECRIS-TCN)

Starting from November 2023, eu-LISA will be responsible for the operational management of its central system and communication infrastructure, ensuring 24/7 operational monitoring support and timely system evolution. For more information about the system, please see the section on ECRIS-TCN under chapter 2.1.1 New Systems.

As of November 2023, the main objectives are:

- to ensure the effective and efficient operational management of the ECRIS-TCN central system, while also delivering the required evolutions;
- to provide the Member States with the uninterrupted availability and efficient performance of ECRIS-TCN in compliance with relevant regulations and service-level agreements.

The operational maintenance of the system is presented under chapter 2.2.1 Operational management of systems in production.

Project/Non-project task	Objective	Description and main milestones
ECRIS-TCN maintenance	To ensure that system performance is in compliance with capacity, availability and performance requirements, and that events are managed in accordance with the service-level agreements.	Providing corrective maintenance to ensure requisite system performance.
Performance indicators	Performance target	
ECRIS-TCN central system availability	97.6%	
ECRIS-TCN central system response time	≥ 15 sec and ≤ 60 sec for basic atomic operations (in compliance with the relevant service-level agreements)	

e-Justice Communication via Online Data Exchange (e-CODEX)

Starting from April 2023, eu-LISA will be responsible for the operational management of its central system and communication infrastructure, ensuring 24/7 operational monitoring support and timely system evolution. For more information about the system, please see the section on e-CODEX under chapter 2.1.1 New Systems.

As of April 2023, the main objectives are:

- to ensure the effective and efficient operational management of the e-CODEX;
- to provide the Member States with the uninterrupted availability and efficient performance of e-CODEX in compliance with relevant regulations and service-level agreements.

The operational maintenance of the system is presented under chapter 2.2.1 Operational management of systems in production.

Project/Non-project task	Objective	Description and main milestones
Handover and subsequent maintenance of the e-CODEX system	To carry out the implementation in accordance with the e-CODEX regulation.	Developing the capacity to maintain and evolve the e-CODEX system, including the development of expertise, providing a package of software products that can be used to set up access points for secure communication, drafting requisite documentation and digital templates.
Performance indicators	Performance target	
Availability and performance of e-CODEX in compliance with relevant service-level agreements (SLA).	100% compliance with e-CODEX SLA.	

OPERATIONAL SUPPORT SERVICES

First- and second-level support and operational service tools

In order to ensure the uninterrupted availability and high-level performance of the EU's JHA information systems, eu-LISA will continue providing **first- and second-level support services** to their end-users.

First-level support for operational systems management covers incident management, request fulfilment, support and service, as well as business and technical monitoring. The Agency provides first-level support services to end-users of all JHA information systems on a 24/7 basis⁷¹, in direct communication with single points of contact.

Second-level application support is provided on a 24/7 basis in the form of technical support for all systems in production. It includes incident management, problem management, change and release management. In addition to systems, eu-LISA's second-level support team also provides technical support to projects.

In order to ensure the **effective monitoring of JHA information systems**, the agency plans to upgrade and continue building relevant tools, namely the service management tool and the event management system. The Agency stands ready for the end of life of the current **IT service management (ITSM) tool** (SM9) by launching a proof-of-concept project to assess the new ITSM tool — Service Management Automation X (SMAX), developed by the same vendor. If the proof of concept is conclusive, the next step will be to set up the requisite infrastructure and start the migration process. The Agency will also proceed with **building the core system for event management**, a prerequisite for implementing the event management process.

⁷¹ First- and second level support for e-CODEX will be according regulation 2022/850 only during business hours (Tallinn time).

In 2023, the main objectives are:

- to ensure continuous first and second level support for system end-users,
- to ensure the effective monitoring of eu-LISA's core business systems and continue building the relevant tools to improve responsiveness and quality of daily first- and second-level support activities,
- to maintain the IT service management (ITSM) tool in working order, ensuring its sustainability and addressing the constantly evolving requirements, while also preparing for its end of life.

Project/Non-project task	Objective	Description and main milestones
24/7 1st level support for the operational management of the systems — eu-LISA Service Desk	To maintain and continuously improve daily support activities and customer satisfaction.	Maintaining and continuously improving the daily support activities and customer satisfaction related to eu-LISA's core business systems.
24/7 2nd level application support for the operational management of core business systems	To ensure uninterrupted (24/7) and high-quality second-level application support for the operational management of eu-LISA's core business systems.	Providing technical support related to the systems in production, while also ensuring the uninterrupted and high-quality operational management of the core business systems.
Business as usual	To ensure effective coordination, daily operations and administration.	Managing resources, technical administration for tools, supporting the users, and providing training.
EOPM replacement implementation	To provide Electronic Operator Manual (EOPM) functionality through an efficient, reliable and supported solution.	Improving the communication tool for exchanging notifications among the Member States and eu-LISA.
Event management — purchase, implementation and maintenance of the event management core system	To acquire a tool for improving the monitoring of all core business systems in accordance with the ITSM Event Management process established in 2021/2022.	Delivering the requisite tool to significantly improve the monitoring of all eu-LISA's core business systems.
Operational reporting — training of end users	To ensure that end-users are sufficiently trained to use the operational reporting tool.	Providing relevant trainings on the reporting tool to identified stakeholders.
Migration of SM9 towards SMAX — Implementation	To purchase and implement the Service Management Automation X (SMAX) software solution, a new generation of Micro Focus ITSM tool, in all environments.	Implementing the SMAX system in all environments.
Migration of SM9 towards SMAX — Proof of Concept	To ensure that the established ITSM workflows implemented on HP Service Manager version 9 (SM9), a tool for registering user requests and incidents, could be migrated to the new ITSM tool SMAX without functional or technical regression, while also ensuring that the current drawbacks of SM9 are solved with SMAX.	Assessing the risks and relevance of the SMAX and the possibility of migrating existing ITSM workflows implemented on the SM9 without functional or technical regression.
Support of vendor for corrective, adaptive and evolutive maintenance	To ensure vendor support to eu-LISA's SM9 administrators for implementing corrective, adaptive and evolutive changes.	Provide eu-LISA's SM9 administrators with vendor support during quarterly on-site visits.
Performance indicators		Performance target
Service Desk performance indicators		≥ 80%
Annual customer satisfaction survey		≥ 80%

2.3. Infrastructure

The following section provides an overview of the cross-cutting activities for ensuring the secure and reliable infrastructure to support the operational management of the EU's JHA information systems.

The budget estimates and the necessary human resources for all tasks are presented in Annex II.

2.3.1. Core business systems infrastructure

The Agency operates and maintains the facilities hosting its core business systems — the EU's JHA information systems, and their communication infrastructures while ensuring their high-level security and uninterrupted availability for the Member States. In this regard, the Agency's activities include the **development, implementation and maintenance** of infrastructure for all systems in operation. The specific tasks and projects include:

- continuous operation of eu-LISA's **two technical sites** — one in Strasbourg, France and the other in St Johann im Pongau, Austria,
- management of contracts related to communication and network services,
- maintenance of hardware and software.

Furthermore, eu-LISA curates innovation projects with a view to delivering efficiency gains, e.g., improvements to data centre operations, deploying the single integrated monitoring solution with the event management process, and implementing DevOps tools and processes.

In this context, the Agency foresees possible challenges arising from the following circumstances:

- insufficient financial resources will not support the delivery of all necessary maintenance activities.

Network

The communication infrastructure is the core network underpinning all large-scale IT systems overseen by the Agency, ensuring network connectivity between eu-LISA's operational sites and system end-users. In this regard, eu-LISA is tasked with providing highly available and secure communication infrastructure services in accordance with relevant legal instruments and service-level agreements.

The Agency's two central communication infrastructures are:

- SIS communication infrastructure that provides connectivity for SIS, SIRENEmail and interoperability components,
- VIS communication infrastructure that provides connectivity for VIS, EES, ETIAS, VISMail and interoperability components.

In addition, the Agency makes use of the **TESTA⁷² EuroDomain communication infrastructure** for Eurodac, ECRIS-TCN, DubliNet and interoperability components. This communication infrastructure is run by the European Commission. The Agency has concluded the TESTA-ng (new generation) framework contract with the Commission to procure communication infrastructure services. In order to prevent external bodies (e.g., the TESTA-ng provider) from having access to sensitive data, the Agency has deployed an encryption layer over the SIS and VIS communication infrastructure.

In 2023, the main objectives are:

- to operate the communication infrastructure in accordance with service-level agreements, while also overseeing matters related to the budget and vendor contracts,
- to continue working on improving capabilities to generate network capacity reports detailing the usage of bandwidth for each individual application.

Project/Non-project task	Objective	Description and main milestones
Operational management of the communication infrastructure	To operate the communication infrastructure in accordance with service-level agreements (SLAs).	Operating eu-LISA's overarching communication infrastructure in accordance with relevant SLAs, and overseeing matters related to the budget and contracts.

⁷² Trans European Services for Telematics between Administrations, managed by the European Commission.

Project/Non-project task	Objective	Description and main milestones
Corrective maintenance and monitoring of the centralised infrastructure hosting VISMail and SIRENEMail	To ensure 24/7 monitoring of the CBS infrastructure and providing necessary corrective maintenance, including hardware and software renewal.	Identifying, isolating and resolving issues of the CBS infrastructure, restoring it to operational conditions, while also ensuring the legality of the hardware and commercial off-the-shelf software (i.e., maintenance and license renewals).
Network capacity planning and operational improvements	To improve capacity planning and operational management of the network and TESTA infrastructure.	Designing and deploying the infrastructure for collecting network statistics on all CBSs to support capacity planning and improving operational management of the network and TESTA infrastructure.
Performance indicators		Performance target
Wide-area network (WAN) availability (for SIS and VIS)		≥ 99.99%

Data Centres

The Agency's data centres are the physical infrastructures hosting all of its core business systems (CBS), as well as all other operational and non-operational systems. In addition, eu-LISA's data centres also host the systems of several other entities, such as the recovery site of the EU Agency for Asylum (EUAA).

The Agency established the Data Centre Service organisation entity in order to better manage these critical assets, together with the rest of its infrastructure. The services are delivered in the 'as-a-service' format with dedicated tools, processes and resources, with several KPIs put in place on access, accessibility and availability (including planned unavailability).

In addition, eu-LISA will proceed with the decommissioning of legacy systems, for the purposes of facilitating remote access to the data centres. This will reduce the dependence on physical access by gradually allowing interfacing service support and process management in all operational environments of each system and technical infrastructure. Additionally, following the standard ITIL-V3 lifecycle model, eu-LISA will implement a clear separation between project phases and the operational phase.

When it comes to data centres, achieving additional or interim buffer capacities is another of eu-LISA's priorities as it will facilitate the implementation of work sequences and iterations with a wide array of complex logistical steps in the short, medium and long term.

The Agency's back-up site in St Johann im Pongau, Austria, has been operating as a service as a whole, without being constrained to the classical data centre infrastructure. As such, it is the other main place of activity of the Agency, in close liaison with the Austrian authorities, and local service providers. In addition, the back-up site is gradually integrated into the wide area network infrastructure, to review and assess its resilience and scalability.

In 2023, the main objectives are:

- to maintain the critical assets, facilities and equipment of the data centres in continuous and fully functioning working order,
- to improve the overall service performance and resilience, as well as risk and cost optimisation.

Project/Non-project task	Objective	Description and main milestones
Backup central unit operational and running costs	To maintain the entire backup central unit site in continuous and fully functioning working order.	Providing continuous maintenance for the BCU site.
Central Unit and Backup Central Unit operational activities and evolutions and improvements	To improve overall performance and service provision, while also optimising the costs and risks.	Improving the overall service performance and service provision, while also optimising the costs and risks.
Physical network infrastructure consolidation	To improve the resilience of service quality and performance, together with traceable contractual management, maintenance, and responsibilities of each partner.	Increasing the overall resilience of eu-LISA's service quality and performance.

Performance indicators	Performance target
Backup central unit (BCU) availability	BCU site up and running 24/7

Common shared infrastructure (CSI)

In 2021, the Agency was operating three large-scale IT systems — SIS, VIS and Eurodac — that were managed in silos with no synergies, constituting a serious hindrance to the achievement of the desired levels of operational efficiency, performance and availability. Taking into consideration the high priority of operational simplification, centralisation and harmonisation, the Agency decided to improve operational efficiencies by adopting a shared approach, enabling more agile, standardised, timely and cost-effective service provision, while also improving service quality and reducing the overall total cost of ownership (TCO).

In response to these challenges and in order to facilitate the achievement of eu-LISA's strategic goals, the Agency launched the common shared infrastructure (CSI) programme to become the actual facilitator of its core business objectives. The CSI serves as the cornerstone for the Agency's technology and service strategy, enabling standardised operation and enhancing systems interoperability. As such, the CSI platform is, first and foremost, a foundation of technology standards that support the definition of different environments which, in turn, comprise a set of centralised common services, reflecting the Agency's overarching ambition of moving towards a cloud-like environment concept, leveraging capabilities such as continuous integration and development, micro-service architectures, API-based communication, holistic governance, self-healing, rapid recovery, on-the-fly scaling, multi-tenancy and end-to-end visibility.

The CSI platform will facilitate the achievement of eu-LISA's strategic objectives by introducing a wide array of **operational and financial advantages**, such as:

- centralised and more efficient hosting, management and operation of eu-LISA's core business systems (CBS),
- provision of common technical services to all core business systems, enhanced scalability features and application deployment through on-demand computing, storage and networking resource provisioning,
- improved risk management and security controls for infrastructure,
- standardisation of physical and logical infrastructure components to optimise systems operation,
- end-to-end operations and management visibility through a single pane of glass,
- lower overall total cost of ownership (TCO) as a result of reducing data centre footprint, infrastructure optimisation, labour automation and the automation of operations.

Ultimately, the Agency's legacy systems — SIS, VIS and Eurodac, will all be integrated in the CSI platform, together with the new JHA information systems.

In 2023, the main objectives are:

- to ensure continuous operation of eu-LISA's network and infrastructure, as well as the management of infrastructure maintenance service contracts (corrective maintenance, pure hardware maintenance and commercial off-the-shelf software license renewal),
- to support services for the management access to the core business systems via the secure management network, as well as infrastructure configuration management for eu-LISA staff and contractors,
- to improve the overall service performance, resilience and security.

Project/Non-project task	Objective	Description and main milestones
Corrective maintenance and monitoring of the centralised infrastructure CSI components hosting the CBS	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and commercial off-the-shelf (COTS) software (i.e., maintenance and license renewals).
Corrective maintenance and monitoring of the centralised infrastructure hosting e-CODEX	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).

Project/Non-project task	Objective	Description and main milestones
Corrective maintenance and monitoring of the centralised infrastructure hosting ECRIS	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).
Corrective maintenance and monitoring of the centralised infrastructure hosting EES	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).
Corrective maintenance and monitoring of the centralised infrastructure hosting Eurodac	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).
Corrective maintenance and monitoring of the centralised infrastructure hosting sBMS	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).
Corrective maintenance and monitoring of the centralised infrastructure hosting VIS	To ensure 24/7 monitoring of infrastructure hosting the core business systems and providing corrective maintenance, including hardware and software maintenance and licence renewal.	Identifying, isolating and resolving issues, restoring it to operational conditions, and ensuring the legality of the hardware and COTS software (i.e., maintenance and license renewals).
Evolution, refresh and adaptive maintenance of the centralised infrastructure hosting the CBS	To provide adaptive maintenance for the CBS infrastructure in order to maintain the infrastructure up-to-date, secure and operational.	Providing adaptive maintenance of eu-LISA's core business infrastructure to ensure it is up-to-date, secure and operational.
Infrastructure operational management of the configuration management system	To make the communication infrastructure information of Common Shared Infrastructure (CSI) available for the ITSM processes.	Managing the infrastructure configuration items in the configuration management database tool, keeping it operational and updated to supported versions, as well as providing reports and statistics on configuration management.
Infrastructure operations management of the access to operational platforms (EUWS services)	To ensure that eu-LISA and contractors are able to perform the daily operations of core business systems maintenance via the end-user workstation (EUWS) services.	Providing necessary tools to operate and maintain the core business systems.
Maintenance renewal for the CBS Oracle licenses	To ensure timely renewal of Oracle licenses.	Ordering the Oracle license renewal.

Performance indicators	Performance target
TBD ⁷³	TBD
TBD	TBD

⁷³ The performance indicators will be established once the relevant part of transition of engineering and operational outsourced services under Transversal Engineering and Operational Frameworks will be completed.

2.4. Corporate Activities

The following sections provide an overview of eu-LISA's operational support activities undertaken for all core business systems, including the IT service management (ITSM) framework and key IT services, such as operational change management, test management, as well as release and deployment management.

Additionally, this section also includes activities pertaining to systems security and business continuity. Overall, these projects and tasks contribute to the provision of reliable and cost-effective solutions and services to the Member States and all other users of the EU's JHA information systems, while also fortifying their information security capabilities. It will also cover new initiatives undertaken by eu-LISA to improve systems operations, including the continued implementation of the Application Lifecycle Management (ALM), together with the enterprise architecture enabling systems interoperability.

This section will also provide an overview of the Agency's horizontal and supporting activities that ensure efficient and cost-effective governance of the organisation, day-to-day administration and general support, while also defining and enhancing the Agency's capability to address changes in political priorities in the EU's JHA domain, together with increasing demands from its stakeholders.

The budget estimates and the necessary human resources for all tasks are presented in Annex II.

2.4.1. Direct support to operations

The primary objective is to support the operational management of all core business systems by providing reliable and cost-effective solutions and services to the end-users of the EU's JHA information systems, including security and business continuity and key IT services, such as operational change management, test management, as well as release and deployment management. These activities cover new initiatives undertaken by eu-LISA to improve systems operations, including the continued implementation of the Application Lifecycle Management, together with the enterprise architecture enabling systems interoperability.

The budget estimates and the necessary human resources for each activity area are presented in Annex II.

In the process of implementing this programme, eu-LISA foresees the following challenges:

- increased complexity of security activities.

Security and business continuity

The Agency's security function maintains and upgrades the security measures related to physical, personnel, information and systems security and overall systems resilience. Recently, the threat analysis reports an exponential increase in the level of malicious activities and attacks towards EU Institutions, Bodies and Agencies in the past two years, particularly since the start of the war of aggression in Ukraine. It has also been assessed that almost 50 % of these attacks (or potential attacks) were carried out by a Top Threat Actor, indicating an adversary which is typically operated or sponsored by a nation-state, with access to resources and technology also typically associated with nation-state military or intelligence capabilities.

An increase in risks is also identified in other areas, such as physical and personnel security (for more, see section 2.4.3. on corporate security and business continuity).

In 2023, the main objectives are:

- to continuously monitor and manage residual security risks and provide assurance that the appropriate security controls for the IT systems entrusted to eu-LISA are effective, properly implemented and managed, including also enhancement of security capacity and capability for the security engineering, management and maintenance of the integrated security-monitoring platform, security monitoring and threat-hunting actions, and security incident management,
- to strengthen and upgrade the security framework and procedures, also for the systems and communication networks overseen by eu-LISA,
- to support the development of new systems, including architecture development and the preparation of technical tender specifications,
- to enhance the capacity and capability for the security engineering, configuration, implementation, management and maintenance of cybersecurity solutions such as endpoint detection and response, identity and access management solutions, improvement of Cyber Situational Awareness through the development and analysis of cyber threat intelligence, as well as counterintelligence awareness, and reporting of the cybersecurity posture and threat intelligence to stakeholders.

Project/Non-project task	Objective	Description and main milestones
Managed IT security services	To provide managed IT security service for eu-LISA's corporate infrastructure for the purposes of ensuring support to core business systems services.	IT security monitoring of eu-LISA's corporate IT infrastructure in support of core business systems services, including endpoints and points of access to the corporate network. These managed IT security services include boundary security, endpoint security, security monitoring, Public Key Infrastructure (PKI) management services, and vulnerability assessment.
Operational business continuity	To ensure the resilience and continuity of services for the EU's JHA information systems in compliance with relevant legal requirements.	Running and reviewing business impact assessments (BIA) and risk management processes for all JHA information systems entrusted to eu-LISA. This includes also drafting and updating system-specific business continuity plans (BCP), designing and implementing necessary business continuity controls, running exercises and ensuring the implementation of recommendations stemming from regular reports on exercises and audits.
Information security, assurance and cybersecurity operations services	To provide assurance that eu-LISA's information security posture and risks are managed at an appropriate level in compliance with legal and business requirements, as well as best practices, while also ensuring that eu-LISA's cybersecurity vulnerabilities and risks are managed at an appropriate level in accordance with the best practices in threat detection and incident response, with a view to remaining a trustworthy and secure custodian of sensitive information entrusted to the Agency.	Managing information security risks at an appropriate level and ensuring compliance with legal, business and security requirements. This activity includes continuous cybersecurity monitoring and vulnerability testing, security incident management and response, identity and access management, security information and event management (SIEM) monitoring, public key infrastructure (PKI) management, secure configuration management, and technical vulnerability management.
Combined disaster recovery exercise for VIS and EES	To provide assurance and ensure compliance with VIS or EES business continuity, disaster recovery and incident management requirements in case of a disruption incident.	Together with the Member States, running tests on all business continuity, disaster recovery, security, incident management and escalation processes and procedures related to VIS and EES, while also making sure that all recommended actions related to the specific findings are presented for adoption to the Management Board.
Performance indicators		Performance target
Percentage of security objectives implemented as defined per legislation		100%
Percentage of security incidents handled within the service-level agreement within the response target		100%
Percentage of security risk assessments done against systems (design, development, production)		100%

Release Management, Application Lifecycle Management, test and transition

In the context of direct support to operations, one of the Agency's key tasks is the quality assurance aspect of the Plan-Build-Run model, delivered through operational, change, test, release and deployment management, together with application lifecycle management (incl. transition to operations). The main focus is on the implementation and support of the application lifecycle management (ALM) processes and activities, while also collaborating with Member States in the process of systems and applications testing.

In 2023, the main objectives are:

- to continue delivering support and maintenance for SIS, AFIS, VIS, VISMail, SIRENE, Eurodac-DubliNet, EES, EES/ETIAS web services, ETIAS, ECRIS-TCN, ECRIS RI, e-CODEX, and interoperability components (i.e., ESP, sBMS, CIR, MID, and CRRS), as well as the centralised infrastructure hosting all JHA IT systems and the application lifecycle management platform,
- to **upgrade existing systems** (i.e., the integration of SIS with interoperability components, on-boarding new systems to sBMS) and **critical recasts** of the VIS and Eurodac regulations,
- to test the integration of interoperability components, with a focus on integration testing between all core business systems,
- to continue providing operational support to the Member States, while also improving the coordination between central and national counterparts, including continued support to carriers, which is expected to increase during 2023,

- to consolidate internal tools and processes, challenges related to adopting a more agile approach to release, change and test/qualification management, as well as to continue implementing and improving the Systems Development Life Cycle (SDLC) toolchain.

Project/Non-project task	Objective	Description and main milestones
Application management services	To ensure the quality of application design for core business systems operations.	Providing a report containing documentation reviews on technical aspects of CBS application layers before their entry into operation, and approval of core business system release packages from an application standpoint.
Operational change management	To ensure high-quality management of operational changes, while also supporting operational teams in the planning and coordination of implementing the changes in question.	Managing and improving the operational change management process and ensuring that the changes are coordinated and properly implemented by the stakeholders (i.e., project managers, incident and problem managers, technical teams, contractors).
Release and deployment management and transition to operations	To define and negotiate release and deployment plans, while also overseeing the formal handover of the new, modified or retired services to the Operations Department.	Coordinating release and deployment management activities across all phases: planning, building, testing and validation, deployment, review and closure.
Support for ALM platform and related tools (build pipeline, testing tools)	To ensure the operational readiness of the application lifecycle management platform that is up-to-date and continuously available.	Ensuring the continuity and performance of the ALM platform for the management of applications (i.e., tests, release, maintenance).
Test management	To provide assurance that products and services will deliver the intended value; reduce incidents and improve stability and customer satisfaction.	Providing expert assessment of risks to eu-LISA's core business systems for the purposes of adopting the most suitable test approach, practices, and tools, as well as providing information and training.
Performance indicators		Performance target
Successful completion of test campaigns on schedule		> 90%,
Complete Requirements coverage		> 95%
Percentage of effectively implemented operational changes closed during the year (i.e., not abandoned nor cancelled)		> 75%

Support to the European Commission and the Member States

The Agency supports the Member States, the Commission and other relevant EU agencies in matters related to the preparation, development or operational management of all JHA information systems overseen by eu-LISA. This support includes:

- expert advice to the Member States and other EU agencies on connecting their national systems or interfaces to the central systems managed by the Agency,
- ad hoc support requested by the Member States from the Commission in exceptional circumstances,
- advice or support to the Commission on technical issues related to existing or new IT systems, and
- assistance in the development, management or hosting of common IT components, if requested by at least five Member States, following the prior approval by the Commission and after a positive decision of the Management Board.

In addition, the Agency also provides regular training to all end-users on the technical use of all systems managed by eu-LISA.

In 2023, the main objective is:

- stand ready to provide support to the Commission and the Member States as stipulated in the eu-LISA establishing Regulation.

Operational External Support/Consultancy Services

To ensure proper operational functioning and efficient operational management, the Agency procures external support or consultancy services in areas where it lacks relevant capabilities or business experience.

In 2023, the main objective is:

- to ensure the continuity of the outsourced services for the engineering and operations of IT systems.

Project/Non-project task	Objective	Description and main milestones
Transition of engineering and operational outsourced services under Transversal Engineering and Operational Frameworks	To ensure the continuity of the outsourced services for the engineering and operations of IT systems.	Using the Agency's sourcing strategy as a roadmap for transitioning all core business systems (incl. components) to Transversal Engineering Framework (TEF) and Transversal Operations Framework (TOF). This includes defining and supporting the implementation of the adapted procurement plan in the process of transferring knowledge and responsibility from current contractors to their successors, i.e., the handover/takeover mechanism.
Performance indicators		Performance target
Project cost		Total deviation ≤ 5 %
Project schedule		Total deviation ≤ 5 %
Project scope		No deviation

Operational training for staff

The Agency offers its staff a wide range of technical training courses on the EU's JHA information systems under its mandate. To improve staff performance and service quality, training requirements are constantly reviewed and improved based on the outcomes of the training needs analysis carried out by monitoring training events and reporting on the results.

In 2023, the main objective is:

- to support eu-LISA's core business services by developing the necessary professional competencies through in-house training courses offered to staff.

Project/Non-project task	Objective	Description and main milestones
Competency development operations	To ensure a proactive response to technical competency development needs.	Supporting core business services by organising in-house trainings to develop requisite competencies and maintain a high level of professional expertise among staff.
Performance indicators		Performance target
General satisfaction level		Satisfaction level above 85% (for trainings and development activities)

Advisory Groups/Meetings/Missions/Schengen Evaluations/Business Relationship Management

The Agency is tasked with organising and supporting the work of eu-LISA Advisory Groups by coordinating, preparing and facilitating their day-to-day work. At present, eu-LISA caters to six Advisory Groups for the following JHA information systems: SIS, VIS, Eurodac, EES-ETIAS, ECRIS-TCN, and Interoperability. The Agency will also start offering support to new Advisory Groups for e-CODEX and JITs, subject to the adoption of respective regulations. In addition, the Agency also hosts the Working Group for Carriers. In order to support cooperation with carriers, in particular the aviation community, eu-LISA concluded a Working Arrangement with the European Aviation Safety Agency (EASA) in 2022.

Additionally, eu-LISA offers its specialist expertise as an observer to Schengen evaluations in the areas of SIS/SIRENE and Common Visa Policy (including VIS), and also contributes to evaluation reports of the Member States.

In 2023, the main objectives are:

- to support the work of eu-LISA's Advisory Groups,
- to take part in the EU's Schengen evaluation mechanism as an observer, and contribute to evaluation reports to ensure proper implementation of the Schengen *acquis*.

Project/Non-project task	Objective	Description and main milestones
Contribution to the Schengen evaluation mechanism	To take part in the EU's Schengen evaluation mechanism as an observer, and contribute to evaluation reports of Member States, with a view to ensuring proper implementation of the Schengen <i>acquis</i> , and helping Member States make better use of SIS and VIS.	Participation of eu-LISA staff as observers in Schengen evaluations in the areas of SIS/SIRENE and Common Visa Policy (incl. VIS), and contributing to subsequent evaluation reports.
Administrative support to Advisory Groups	To provide effective and timely support to the operations of eu-LISA's Advisory Groups as stipulated in the establishing Regulation and rules of procedure of the Agency's governing bodies.	Provide administrative support to eu-LISA's Advisory Groups, and also other working groups and expert groups. This activity includes the following tasks: coordination, preparation and facilitation of meetings (incl. travel arrangements, drafting and disseminating meeting minutes, and follow-up on implementation of decisions); regular liaising and communication with the Agency's external stakeholders.
Administrative support to other meetings and missions	To provide efficient and timely administrative support to eu-LISA's various meetings and missions.	Provide effective administrative support to the Agency's various missions and meetings, incl. stakeholder briefings, regular and ad hoc meetings and events, such as eu-LISA annual conference, industry roundtables, etc.
Performance indicators	Performance target	
Meetings delivered as planned	Meetings organised as requested	
Overall stakeholder satisfaction rate as measured by the stakeholder satisfaction survey	more than 60% (satisfaction with organisational and secretarial support provided)	

Capability building (including research, reporting, and training to Member States)

In the area of research, the Agency will continue monitoring research on new and evolving technologies relevant to the continuous development of JHA information systems.

In addition, eu-LISA is now responsible for developing proof-of-concept and pilot projects to support the adoption of innovative technologies and organisational practices that improve efficiency and foster operational excellence, while also enhancing professional expertise, and providing added value to stakeholders.

The Agency will continue working towards becoming the EU's Centre of Excellence in Artificial Intelligence (AI) in the JHA domain. Currently, eu-LISA leads the EU Working Group on AI (WGAI), which has developed into a strategic forum for discussions on the opportunities and challenges arising from the implementation of AI-based solutions in the JHA domain. AI-based solutions can also significantly improve the quality of the services provided by the Agency by way of enhanced incident resolution, reducing possible system downtime and resources related to incident resolution.

eu-LISA prepares annual research monitoring reports and organises industry roundtable events to support Member States in tackling capacity gaps. Furthermore, eu-LISA will also continue contributing to the Commission's Framework Programme for Research and Innovation (i.e., identification of priorities and evaluation of proposals) in its areas of expertise. In addition, the Agency also provides high-quality, tailored training sessions to the Member States on the technical use of JHA information systems, and compiles and publishes statistical reports on the use of its systems.

In 2023, the main objectives are:

- to develop eu-LISA's capabilities and expertise in the area of artificial intelligence, in particular, to assess the use of AI to support CRRS/ETIAS risk analysis, developed in collaboration with Frontex, Europol and the EU Agency for Fundamental Rights (FRA) in the framework of the EU Innovation Hub for Internal Security;
- to monitor research on innovative technologies (incl. running proof-of-concept and pilot projects) and promote standardisation for the purposes of ensuring the ongoing evolution of JHA information systems, as well as coordinating the Agency's outreach activities with the industry and academia to foster innovation and digitalisation;
- to compile and publish statistics and reports on the technical functioning and usage of JHA information systems as stipulated in respective Regulations;
- to provide tailored trainings to Member States on the technical functioning of JHA systems.

Project/Non-project task	Objective	Description and main milestones
Research and technology monitoring	To monitor research and development for the purposes of supporting the adoption of innovative technologies, new organisational practices and standardisation to improve eu-LISA's operational efficiency, and ensure the ongoing evolution of JHA information systems, with a view to enhancing the Agency's profile as a centre of excellence and the driver of digital transformation in the JHA domain.	Monitoring of research conducted by academic institutions and industry, focusing on new and evolving technologies and other aspects relevant to the operation of JHA IT systems. The gathered information is then channelled into providing expert advice (incl. to Member States and/or the Commission), knowledge-sharing and various awareness-raising activities.
Artificial Intelligence capability development, incl. establishing a Centre of Excellence	To strengthen eu-LISA's position as the EU's Centre of Excellence for Artificial Intelligence in the domain of Justice and Home Affairs.	Developing expertise and capabilities in the area of artificial intelligence. In the long term, this activity will also contribute to the establishment of the Centre of Excellence for AI in the JHA domain
Supporting the implementation of parts of the EU Framework Programme for Research and Innovation	To increase the practical relevance of EU-funded research and innovation activities for eu-LISA's core business systems.	Identifying thematic priorities, improving the uptake of new technologies and solutions, and increasing stakeholder awareness about research and innovation activities funded through the EU Framework Programme for Research and Innovation.
Integration of research findings into applications life cycle	To advance operational excellence by supporting the adoption of innovative technologies, new organisational approaches and standardisation.	Advancing operational excellence by supporting the adoption of innovative technologies, new organisational approaches and standardisation.
Training for Member States	To ensure that technical staff and end-users from the Member States and agencies using the EU's JHA information systems are equipped and regularly updated with relevant knowledge about the technical functioning and best practices related to the use and operations of the systems overseen by eu-LISA.	Designing, planning and delivering technical training courses to technical staff, incl. end-users of the EU's JHA information systems managed by eu-LISA. To that end, the Agency prepares annual tailored training plans based on stakeholder needs and identified knowledge gaps.
Drafting reports and aggregated statistics on JHA information systems	To ensure transparency of eu-LISA's operations and raise public awareness, the Agency publishes reports on the technical functioning of the EU's JHA information systems and statistics on their use as prescribed in eu-LISA's establishing Regulation, and in the respective regulations.	Preparing and publishing aggregated statistics and statutory reports on the technical functioning of the EU's JHA information systems, incl. annual statistics reports on SIS, Eurodac. Additionally, this activity includes the compilation and updating of lists of authorities having access rights to SIS (SIRENE), Eurodac, EES, and ETIAS.
Performance indicators	Performance target	
Satisfaction rate for training activities	Average score above 4 (on a scale from 1 to 6)	
Implementation of Proof of Concepts	at least one Proof of Concept started by mid-2023, and the second one planned	

2.4.2. Governance

Sound corporate governance, critical for ensuring eu-LISA's efficient and cost-effective operation, encompasses activities such as strategic and operational planning, data protection, research, performance monitoring, and also reporting as prescribed by the legal framework and internal audits to provide assurance that the Agency's governance remains sound, transparent and accountable.

Another important aspect is stakeholder management, in particular provision of administrative and logistical support to the Management Board, to ensure transparent and timely information-sharing on the Agency's organisational and operational matters.

The main challenges for implementing the Agency's corporate governance programme are:

- securing sufficient numbers of qualified staff,
- availability of accurate, sufficient and timely information.

Governance, Planning, Standards, IT service management (ITSM)

The Agency's governance function is tasked with ensuring that eu-LISA meets its annual and multiannual objectives. This is achieved by aligning the Agency's resources, capabilities, services and processes, and also by reinforcing its governance framework, developing and monitoring the Internal Control Framework (ICF), improving services and processes, and also by fostering data-driven strategic and operational decision-making. In addition, the continuous updating and improvement of eu-LISA's services and processes ensures better alignment with the requirements and expectations of stakeholders. It significantly increases and improves operational performance and monitoring, while also reducing the associated risks.

Sound governance ensures that the planning process is transparent and supports the **alignment of annual priorities with the Agency's strategic goals and objectives**, while also securing sufficient human and financial resources for their implementation. The outputs of these activities (i.e., reports, planning documents, strategies, etc.) ensure systematic **compliance with the EU's regulatory framework**, while also taking into consideration existing responsibilities and new opportunities ahead, as well as increasing expectations and demands from stakeholders.

In 2023, the main objectives are:

- to strengthen eu-LISA's strategic management capabilities for the purposes of further improving the Agency's performance,
- to facilitate good governance by monitoring internal control standards and promoting quality management and sound governance framework based on data-driven decisions,
- to support the execution and implementation of the requirements regarding the Agency's governance as outlined in the establishing Regulation,
- to fulfil legal obligations in terms of planning and reporting activities, including providing timely and sufficient information to stakeholders on the Agency's performance and the achievement of objectives,
- to manage and improve services and processes.

Project/Non-project task	Objective	Description and main milestones
Corporate governance, planning, reporting and assessments	To maintain effective and efficient corporate governance and control systems, while also ensuring that eu-LISA's activities are planned in a systematic and transparent manner, in accordance with relevant guidance documents, and statutory requirements, to ensure the successful achievement of strategic objectives.	Overseeing eu-LISA's governance processes by monitoring compliance with statutory obligations, total quality management, balanced scorecards for corporate strategy performance management, maintaining the register of exceptions and non-compliance events, and conducting the annual assessment of the effectiveness of the Internal Control Framework. Additionally, this includes the overarching coordination of eu-LISA's planning and reporting activities, incl. long-term corporate strategy, single programming documents; corporate reports (Interim report and consolidated annual activity report); corporate key performance indicators; as well as conducting multiannual programming and implementation reviews.

Project/Non-project task	Objective	Description and main milestones
Operations department governance, planning and reporting	To ensure that eu-LISA operations related to core business systems are managed in a predictable and structured manner, and also properly reflected in annual planning and reporting documents.	Overseeing the planning and monitoring of eu-LISA operations related to core business systems, and providing input to the Agency's planning and reporting function.
eu-LISA Service and Processes framework	To ensure the effectiveness of eu-LISA services by improving security and achieving efficiency gains, while also standardising and guaranteeing the high efficiency of all eu-LISA processes as a modern IT service provider for the purposes of ensuring reliable service delivery to stakeholders.	This activity covers the establishment and daily maintenance of eu-LISA's service model and process model. The service model is a catalogue that covers all products and services provided to stakeholders, whereas the process model aims at ensuring efficient and effective delivery of services. This activity supports the improvement of service and process models via the continuous improvement process (measurement and reporting).
Continuous improvement of eu-LISA services and processes, addressing new JHA systems requirements	To ensure the continued high quality and efficiency of eu-LISA's operational performance.	Monitoring and regularly updating the Agency's service and processes models, i.e., by identifying improvements needed to upgrade the existing processes, as well as defining and implementing new processes and services related to new systems entrusted to the Agency.
Enterprise architecture continuum	To establish eu-LISA's overarching interoperability architecture (at the enterprise level) for its core business systems and corporate IT.	Establishing the eu-LISA's overarching interoperability architecture at the enterprise level for its core business systems and corporate IT.
Performance indicators	Performance target	
Delivery of statutory planning and reporting documents.	Delivery of statutory planning and reporting documents in accordance with the requirements and timelines.	

Stakeholder Management — Management Board meetings/Liaison Office Activities/Communication

The Agency's responsibilities in this area include administrative and logistic support provided to the Management Board through the Management Board Secretariat. The Management Board is tasked with ensuring that eu-LISA delivers the tasks stipulated in the establishing Regulation in the most cost-effective manner. In addition, eu-LISA's designated Advisory Groups provide advice on matters related to the development and evolution of the EU's JHA information systems.

In terms of external communication efforts, the Agency focuses on strategic communication, implemented through integrated communication activities. The primary aim is to foster transparent and mutually beneficial relationships between the Agency and its stakeholders. To that end, the Agency will continue pursuing a proactive approach with the Member States, the EU institutions and the industry, while also remaining accountable to the general public with regular, accurate and timely information regarding its mandate, activities and new initiatives.

As for internal communication, the focus will be on promoting eu-LISA's corporate standards, culture and values. The organisation is committed to further improving internal sharing of information and knowledge, as well as employee engagement across the Agency's different locations. Additional emphasis will be put on facilitating two-way communication between the staff and the management by making use of a variety of communication tools and channels.

In 2023, the main objectives are:

- to provide effective and timely support to the operations of the eu-LISA's Management Board,
- to maintain eu-LISA's strong professional image as a trusted and valuable partner by contributing constructively to the legislative and policy-making process in the EU's JHA domain and by cultivating good working relations and efficient information exchange with eu-LISA's stakeholders.

Project/Non-project task	Objective	Description and main milestones
Business relations, requirements, demand and change management	To support and coordinate the work of both internal and external stakeholders and governance bodies by capturing and analysing business demands and requirements, and chairing the meetings of eu-LISA's Advisory Groups, and various other working groups, with a view to providing added value to stakeholders by gaining and retaining their trust, ensuring that their business needs are met, ultimately reinforcing eu-LISA's image as a reliable partner and trusted advisor in its area of expertise.	Acting as the interface between eu-LISA and its stakeholders/customers (incl. the Member States and associated countries, the EU and international institutions and agencies), this activity provides governance services for all JHA information systems managed by eu-LISA. It also includes the chairing of meetings of Advisory Groups and working groups. It coordinates, supports and provides guidance to both internal and external parties, manages demands, conducts business analysis, and provides business and stakeholder requirements to the responsible entities.
Corporate administrative support	To provide high-quality and timely administrative support and coordination to ensure efficient operation of the Agency's subdivisions to facilitate effective guidance and oversight, thereby contributing to the achievement of eu-LISA's strategic goals and objectives.	Providing administrative support and coordination to managers. This entails the daily administrative support for heads of the Agency's subdivisions, i.e., departments, and units; coordination of regular meetings of the Management Committee; participation in the meetings of the EU Agencies Network (EUAN) meetings, and other inter-agency meetings not covered by other activities; and participation in selection procedures.
Internal communication	To ensure regular and systematic internal communication and improve information and knowledge sharing within the Agency, while also contributing to employee engagement across the Agency's different locations.	Fostering a positive working environment and well-being of eu-LISA staff, motivating them to perform their duties in alignment with the Agency's mission and priorities.
External communication	To provide up-to-date information, raise awareness and dispense objective, reliable and easily understandable information to all stakeholders about eu-LISA's role.	Enhancing the Agency's corporate image and visibility (incl. annual conferences, industry roundtables, media outreach, etc.) by raising awareness about eu-LISA's area of expertise
Institutional relations management and policy coordination	To maintain and reinforce eu-LISA's visibility and image as a trusted and reliable partner in its areas of expertise by cultivating good working relations and efficient information exchange with eu-LISA's stakeholders based in Brussels, in particular EU institutions.	Maintaining and expanding direct contacts between eu-LISA and key institutions in the EU's JHA domain, as well as other stakeholders based in Brussels. This includes monitoring relevant political and legislative developments, incl. expert support throughout the legislative process. In addition, it contributes to internal policy coordination by providing information and policy expertise on legislative initiatives in the EU's JHA domain, as well as pooling information from within the Agency to prepare and advocate eu-LISA's positions at meetings with external stakeholders, i.e., working groups, committees, workshops, etc.
Stakeholder management and policy coordination	To maintain and cultivate working relations with eu-LISA's stakeholders, while also maintaining a strong professional image as a trusted and valuable partner by contributing constructively to the legislative and policy-making process in the EU's JHA domain.	Monitoring policy and legislative developments in the EU's JHA domain, and overseeing internal policy coordination to prepare eu-LISA's policy positions for both EU and international fora. This also includes maintaining high-quality working relations with relevant stakeholders from the public, private and NGO sectors (incl. EU Institutions, other agencies, Member States, and international organisations), organising a wide range of regular and ad hoc events, representing eu-LISA at the meetings of EU agencies and their networks (JHAAN and EUAN).
Administrative support to the Management Board	To provide effective and timely support to the operations of the eu-LISA's Management Board as stipulated in the establishing Regulation and rules of procedure of the Agency's governing bodies.	Providing administrative support to the eu-LISA Management Board, and also to the programme management boards of the new systems during their design and development phases. This activity includes the following tasks: coordination, preparation and facilitation of Board meetings; drafting and disseminating meeting minutes/summaries and other materials); and follow-up on the implementation of Management Board decisions.

Performance indicators	Performance target
Overall stakeholder satisfaction (measured by survey)	above 60% (for the organisational and secretarial support provided)
Participant satisfaction (event evaluation sheets)	>90% satisfaction with stakeholder engagement events
Compliance of Annual Internal and External Communication Action Plans with the set milestones and schedule.	Annual Internal and External Communication Action Plans are implemented in accordance with set milestones, defined deadlines and objectives

Compliance (Data Protection, Internal Audit Capability and Accounting)

The activities falling under the compliance function comprise responsibilities related to accounting, internal auditing and data protection, i.e., tasks that support and ensure that eu-LISA's governance remains sound, transparent and accountable.

Data protection. The data protection function ensures that the Agency applies the highest levels of information security and data protection standards to the information entrusted to eu-LISA and guarantees that the treatment of personal information remains fair and lawful, in full compliance with the most recent data protection principles and regulatory instruments. The Agency's data protection activities comprise, on the one hand, the constant monitoring of compliance with relevant data protection regulations, and on the other hand, informing and advising eu-LISA staff on questions related to data protection. Reporting on data protection and cooperation with the European Data Protection Supervisor (EDPS) remains a priority and a key element in Agency's accountability. Collaboration with other EU agencies promotes best practices and facilitates the development of a common understanding with regard to the EU's data protection requirements.

In 2023, for data protection, the main objectives are:

- to monitor the Agency's compliance with all applicable data protection and internal control requirements, while also implementing findings and recommendations from various audits,
- to organise awareness-raising activities on the topic of data protection, and provide practical advice and recommendations,
- to continue collaborating with the EDPS and other EU institutions/agencies to share best practices and foster a common understanding on the subject.

Internal auditing. The Agency's internal audit capability provides independent and objective assurance that the existing internal controls are adequate to mitigate eu-LISA's risks, while also ensuring that its governance and risk management processes are efficient and effective. The outcomes of audit activities are key enablers for improving risk assessment and processes, building trust in the Agency's operations, and increasing confidence in achieving its objectives.

In 2023, for the internal auditing function, the main objectives are:

- to ensure the efficacy of the internal controls system and an adequate understanding of residual risks,
- to monitor eu-LISA's compliance with all applicable external requirements, while also implementing findings and recommendations received from various audits.

Accounting. The Agency's accounting function is responsible for maintaining eu-LISA's accounts and ensuring that its financial management follows the generally accepted accounting principles outlined in the Financial Regulation and in accounting rules established by the Commission's Accounting Officer.

In 2023, for the accounting function, the main objectives are:

- to ensure the proper presentation of eu-LISA's financial position and the maintenance of a sound accounting control system.

Project/Non-project task	Objective	Description and main milestones
Data protection	To ensure that eu-LISA's activities are in compliance with all relevant data protection standards, requirements and regulations (incl. regular audits of the EU's JHA information systems conducted by the European Data Protection Supervisor, and monitoring the implementation of audit recommendations to ensure high-level compliance.	Ensuring high-level data protection in compliance with the EU regulatory framework, incl. specific provisions for each JHA IT system managed by eu-LISA. This activity includes the internal advisory function; systematic monitoring of operations; handling requests and complaints; maintaining internal data protection registers; regular internal audits of data processing activities and reporting (incl. monitoring progress with audit recommendations); awareness-raising activities (incl. staff trainings); representing eu-LISA in relevant fora (e.g., DPO network meetings); and close cooperation with the EDPS, especially in the framework of regular audits, and also with DPOs of other EU institutions and bodies.
Accounting	To provide accounting services that ensure fair and transparent presentation of eu-LISA's financial position, safeguarding the Agency's assets and timely recovery of due amounts in accordance with the EU Financial Regulation and applicable accounting rules.	Maintaining eu-LISA's accounting quality control system that fosters the fair presentation of financial data in the Agency's annual accounts and providing internal guidance on asset management, while also collaborating with external auditors and the ECA.
Internal auditing	To provide independent, objective assurance and consulting services to the Executive Director and the Management Board for the purposes of adding value, improving operations, and facilitating the achievement of eu-LISA's strategic objectives.	This activity includes audit risk assessments, monitoring action plans for implementing audit recommendations, assessment of internal control processes and business process controls, and various other assurance initiatives.
Evaluation of the Agency (Article 39 of establishing Regulation)	To support eu-LISA's statutory external evaluation, overseen by the European Commission, for assessing the Agency's performance in relation to its objectives, mandate, locations and tasks.	Supporting the execution and implementation of the performance evaluation requirement stipulated in the establishing Regulation.

Performance indicators	Performance target
Timely delivery of provisional, consolidated, and final accounts to the Budgetary Authority and the ECA	as per reporting deadlines set by the Financial Regulation and the Commission's Accounting Officer
Percent (%) of processes with ensured output meeting targets within tolerances	at least 80% of reviewed operational processes meet targets within tolerance
Percent (%) of processes undergoing independent review	at least 30% of Agency's operational processes are reviewed annually
Number of fulfilled requests for Data Protection Officer (DPO) advice received from business owners	80% of the received requests for DPO advice are submitted at an early stage of the project; 60% of the received requests for DPO advice are fulfilled; 60% of the received requests for DPO advice are fulfilled within the agreed time

Enterprise Project Management Office

The Agency's Enterprise Project Management Office (EPMO) is tasked with strengthening eu-LISA's capabilities related to the planning and implementation of projects and programmes by streamlining its project/programme management and review, while also developing practical tools to support those processes. To that end, the EPMO develops and deploys processes and training programmes to improve eu-LISA's capacity for project management, while also conducting evaluations and quality assurance reviews on projects to ensure the proper use of resources.

EPMO implements and promotes best practices, with a focus on standardising processes as well as project and portfolio management methodologies to ensure effective management of project resources and achievement of project goals. The primary goal is to serve as the Agency's organisational enabler in the implementation of the corporate strategy, while maximising value, improving efficiency and achieving cost savings when possible.

In 2023, the main objectives are:

- to continue implementing and promoting best practices, with a focus on standardising processes as well as project and portfolio management methodologies to ensure effective management of project resources and achievement of project goals,
- to maintain and develop the tools to support its activities,
- to set up mechanisms that are closely aligned with the Agency’s governance.

Project/Non-project task	Objective	Description and main milestones
Programme and Project Management capability, sourcing strategy and corporate risk management	To further develop the Agency’s programme and project management (PPM) capability for the purposes of improving alignment between eu-LISA’s strategy and overall project execution by integrating project, programme and portfolio management processes.	The main focus is on the continuous development of eu-LISA’s programme and project management capability, incl. process management and integration, solution administration, quality assurance, reporting, and coaching of project managers. This also includes corporate risk management, resource optimisation, and issues related to the sourcing strategy.
Official appraisal of project management practice based on the CMMI model	To provide an objective, proven and credible ranking of the Agency’s achievements in terms of Organisational Project Management maturity, by applying the most commonly used process improvement model — CMMI (Capability Maturity Model Integration), and appraisal method SCAMPI (Standard CMMI Appraisal Method for Process Improvement).	Providing objective and credible insight into the actual progress and achievements in project management, minimising the overall risk associated with managing complex projects.
Performance indicators	Performance target	
Renewing the Capability Maturity Model Integration (CMMI) evaluation	CMMI evaluation renewed	

2.4.3. Corporate support

The Agency is committed to growing and evolving as an organisation to ensure operational excellence and improved delivery of its mission. This section outlines corporate support activities that are needed to deliver eu-LISA’s mission and to ensure the successful achievement of annual objectives, while also making sure that the Agency operates as an efficient and agile organisation, in compliance with the EU regulatory framework. These corporate support functions include legal services, human resources management, corporate IT support, physical security, facilities management, as well as budget, finance and procurement management.

The main challenges for this function are:

- reputational risks for the Agency,
- poor planning and internal controls, i.e., failure may result in unjustified expenditure, fraud, denial of discharge by the budgetary authority, etc.,
- insufficient human and financial resources, i.e., eu-LISA will not be able to meet the expectations of its stakeholders to deliver on all its tasks.

The budget estimates and the necessary human resources for this task are presented in Annex II.

Corporate security and business continuity

The Agency continues to maintain and improve the high level of physical security in and around its facilities, while also implementing a flexible and dynamic physical security zoning model to respond to changing business needs. Improvements or upgrades to specific technical physical security controls are regularly performed at eu-LISA sites in Tallinn and Strasbourg, as well as at the Brussels office, in line with the outcomes of respective security risk assessments. After the start of Russia’s war of aggression against Ukraine, the Agency has also identified increased risks in the areas of physical and personnel security, which it will continue to monitor and manage.

The Agency also monitors and improves the effectiveness of its Business Continuity Management Strategy (BCMS), making sure that it has adopted robust and thoroughly tested policies, procedures and management arrangements for responding to, investigating and recovering from security incidents or other disruptions to its operations.

In 2023, the main objectives are:

- to ensure the security and continuity of eu-LISA's sites, assets and staff, as well as all related horizontal elements, i.e., strategies and policies, are in compliance with relevant regulations,
- to ensure the continuous improvement of the Agency's business continuity and security processes based on recommendations from exercises, inspections and audits.

Project/Non-project task	Objective	Description and main milestones
Implementation of security and business continuity recommendations	To ensure the continuous improvement of the Agency's business continuity and security processes based on recommendations from exercises, inspections and audits.	Continuous improvement of security and business continuity processes based on recommendations gleaned from exercises, inspections and audits by way of implementing relevant action plans, as well as subsequent review and reporting.
Security policy and continuity management	To ensure that the horizontal elements (i.e., strategies and policies) of eu-LISA's security and business continuity management are fit for purpose and organised in compliance with the EU regulatory framework and general governance requirements.	This comprises the implementation of eu-LISA's Security and Continuity Strategy, regular review and update of the respective policy roadmap, as well as related planning and reporting activities. It also entails awareness-raising and training activities for the Agency's staff (incl. pop-up escape room), as well as organising and coordinating related events (e.g., biannual Security Officers Network (SON) meetings, Business Continuity (BC) network, IT Security Working Group, Cooperation Group), etc.
Business continuity management	To ensure operational resilience by efficiently managing eu-LISA's Business Continuity Management System, in compliance with relevant regulations, and the ISO 22300 family standards.	Ensure business continuity (incl. emergency response and disaster recovery) through the implementation, monitoring, assessment and continual improvement of eu-LISA's Business Continuity Management System, incl. regular review and update of Business Impact Assessment, as well as consultancy on risks, and other business continuity plans (BCP), policies and procedures based on audit recommendations and/or input from exercises/drills, as well as maintenance of the web-based emergency alert and other BC tools.
Protective security	To ensure the physical security of eu-LISA's sites, assets and staff in compliance with relevant legislation and the ISO 27000 family standards.	Management of protective security and guarding services/operations at eu-LISA sites, including maintenance of security systems and equipment. This includes also a continuous risk management process for all eu-LISA sites, together with specific mitigation controls.
Performance indicators		Performance target
Business continuity (BC) controls cover eu-LISA's all business areas		BCMS covers 100% of eu-LISA business areas
Business continuity plans are tested and their effectiveness confirmed		at least one exercise is run to test the corporate resilience of the organisation
Percentage of the implementation of the recommendations in line with the action plans		85%

Human resources management

In order to support the achievement of eu-LISA's strategic goals and corporate objectives, the Agency has established a comprehensive and dynamic human resources management (HRM) system that prioritises continuous improvement of its professional development capabilities. In addition, eu-LISA's HR function is also spearheading an empowering and inclusive **organisational transformation project**.

To ensure eu-LISA's efficient operational functioning, the Agency focuses on talent acquisition, targeted professional development and retaining diverse staff with requisite skills and experience. When it comes to management, eu-LISA uses a tailored leadership programme and 360-degree evaluations for managers, while also developing an integrated and updated performance management system to support leaders and teams in reaching their full potential. The Agency will also increase efforts to improve administrative efficiency through optimisation and sustainable solutions in order to better manage its increasing workload.

Additionally, eu-LISA promotes a culture of learning through informal activities and proactive collegial support, incl. knowledge-sharing and constructive feedback. As part of its ongoing efforts to create a better working environment, the Agency will adopt a proactive approach to prevent and combat harassment and serious cases of conflict by cultivating a value-based workplace founded on mutual respect.

In 2023, the main objectives are:

- to plan and manage human resources efficiently,
- to continue with organisational consolidation following a period of transformation and growth, with a focus on personnel administration, digitalisation of HR services and recruitment processes,
- to implement the competency framework to ensure that the Agency is sufficiently staffed with highly qualified professionals, while also continuing to develop the staff's professional skills and competencies that are necessary for the operational management and evolution of the large-scale IT systems overseen by eu-LISA.

Project/Non-project task	Objective	Description and main milestones
Human resources administration and planning	To ensure that eu-LISA's organisational structure is fit for purpose, and the Agency is sufficiently staffed with competent and motivated professionals who contribute to delivering eu-LISA's strategic goals and objectives.	Management of routine staff operations and processes from onboarding of new recruits to the termination of contracts (incl. appraisal, entitlements, annual leave, etc.) in accordance with eu-LISA Staff Regulations and the Conditions of Employment of Other Servants (CEOS). This includes also the analysis and upgrading of HR processes (incl. digitalisation). Workforce planning is guided by the eu-LISA Strategy, Commission proposals on new JHA systems, and decisions of the Management Board, while also accommodating the competency-based approach to HR management.
Transition to competency-based human resources management	To respond in a sound and effective manner to business needs by fostering leadership excellence and employee relations, implementing the cultural transformation project and cultivating a value-driven organisation.	Fostering leadership excellence and employee relations, implementing the cultural transformation project and cultivating a value-driven organisation.
Talent management	To ensure that eu-LISA has the right people in the right positions by attracting, developing and retaining qualified professionals who share the Agency's values, and are highly motivated and committed to delivering its mission and objectives.	Focusing on the whole employment lifecycle from talent attraction, recruitment, onboarding, retention, and career development to separation. Enhancing leadership development, performance management, talent acquisition, employee relations, learning and development, people analytics, employee well-being projects, and implementing activities related to the reinforcement of organisational culture and values.
Performance indicators	Performance target	
Ratio (%) of administrative resources to operational resources	20% of administrative posts and 70% of operational posts	
Percentage (%) of uncertified vs certified absence days from work during the reporting period	below 25% of uncertified absence days	

Performance indicators	Performance target
Percentage (%) of annual staff turnover	below 5% of staff turnover
Staff satisfaction survey results	Staff satisfaction survey results above 7.5
General level of satisfaction	above 85% for trainings and development activities
Occupancy rate	≥ 94%

Budget, Finance, Procurement Management

The Agency is committed to strengthening and fine-tuning its internal financial processes and procurement procedures to ensure the transparent, efficient and effective management of its financial resources, in alignment with the relevant regulatory instruments and obligations, as well as in compliance with general governance requirements.

The Agency's **budget and finance function** secures the necessary resources for the smooth execution of eu-LISA's operations and core activities by providing sound financial management, developing budget planning capabilities, and ensuring high-quality monitoring and execution of its financial operations.

The **procurement function** will continue reinforcing its procedures, building and maintaining capabilities for providing expert advice on procurement procedures both internally as well as to potential contractors and suppliers. It also spearheads the development, streamlining and implementation of eu-LISA's procurement policies, as well as preparing, implementing and monitoring of the procurement acquisition plan.

The Agency's **finance and procurement function** is constantly striving to enhance its reporting and analytical capabilities to ensure fair, transparent and reliable decision-making and financial reporting.

What is more, the **internal control framework and audits** related to finance and procurement will continue to ensure that eu-LISA's financial and procurement management activities remain in compliance with relevant standards, while also being properly documented, constantly revised and updated.

In 2023, the main objectives are:

- to provide sound and transparent financial and procurement services, including supporting strategic decision-making and providing necessary financial reports,
- to ensure the proper presentation of the Agency's financial position and the maintenance of a sound accounting control system,
- to execute and develop established procedures, and perform internal control and auditing.

Project/Non-project task	Objective	Description and main milestones
Budgetary, asset and financial management	To ensure sound financial management of eu-LISA's finances and assets, and maintain capabilities for precise budget planning, monitoring and execution for the purposes of supporting the Agency's operations in accordance with the relevant standards, requirements and regulations.	Providing high-quality and fit-for-purpose for budgetary, asset and financial management services to support eu-LISA staff, specifically budget owners, in their planning, monitoring and execution duties, including in their capacity as authorising officers by delegation.
Procurement and Acquisition management	To support the Agency's core and corporate activities by ensuring that all procurement and acquisition activities are delivered in due time and in compliance with relevant regulations and available resources.	Coordination and performance of all required actions, as foreseen in respective financing decisions, to prepare the adoption of legal commitments (i.e., contracts, purchase orders, etc.) for the acquisition of supplies, services and works needed by the Agency.
Internal financial controls, and monitoring of audit recommendations	To ensure that eu-LISA's activities in the areas of financial and procurement management are properly documented, revised and updated, in compliance with relevant standards and regulations.	Systematic development and review and monitoring of internal procedures, tools, and analysis related to budgeting, procurement, and financial management, with a view to strengthening internal controls and reinforcing sound financial management. This also includes active participation in and follow-up of internal and external audit recommendations.

Performance indicators	Performance target
Acquisition management	> 60% of procurement projects on schedule
Cancellation rate of payment appropriations	< 5%
Rate (%) of budgetary commitments implementation	95% to 99%
Rate (%) of payment implementation	> 95%
Ratio (%) of payments completed within the statutory deadlines	90% to 100%

Legal services

The Agency's legal services ensure that eu-LISA operates in compliance with the applicable regulatory framework by providing timely legal advice and opinions to both internal and external stakeholders on such issues as staff matters, procurement, contracts, as well as operational and regulatory aspects of the EU's JHA information systems. Additionally, legal services monitor eu-LISA's legal obligations, analyse complex legal questions, provide best practice recommendations and represent the Agency in EU and national courts. The high-quality service provided guarantees the respect for law and prevents reputational risks to the Agency through the handling of administrative inquiries, complaints and requests on access documents.

In 2023, the main objective is:

- to provide timely legal advice, expertise and opinion on a variety of matters, as needed.

Project/Non-project task	Objective	Description and main milestones
Legal services	To ensure compliance with the applicable regulatory framework and safeguard the Agency's interests, while also upholding eu-LISA's reputation as a trusted and reliable partner.	Provide high-quality legal expertise on a variety of issues (e.g., staff matters, procurement, contracts, drafting and review of documents and agreements, audits, data protection, etc.), including operational and regulatory aspects of the EU's JHA information systems overseen by the Agency. Additional tasks include the handling of various complaints, inquiries, requests to access documents, and providing representation in legal proceedings before EU or national courts.

Performance indicators	Performance target
Legal advice, opinion and representation provided.	Legal advice, opinion, representation, and best practice suggestions provided within the required deadlines.

(Corporate) Support Services (Facility Management and Corporate IT Services)

The Agency's corporate support services include facility management (e.g., cleaning, waste disposal, supplies and post), information management and corporate IT services.

Facilities management. The focus is on developing an optimised and flexible maintenance programme in all locations to ensure a secure, efficient and functional building infrastructure, fully aligned with the Agency's business needs and sustainability requirements. As a result of proactively taking necessary actions and preventive measures, eu-LISA is able to provide a healthy and safe working environment for its staff. In addition, facilities management will take a concerted focus on environmental measures, e.g., pursuing **Eco-Management and Audit Scheme (EMAS) certification**, and overall commitment towards becoming an environmentally sustainable organisation.

Information management. The aim is to streamline eu-LISA's processes for document and records management, including their long-term preservation. Their primary focus is to provide the most efficient methods and tools (i.e., information management systems) to capture, process, manage, deliver, store and preserve information related to the Agency's activities.

Corporate IT. Is responsible for managing and maintaining all IT equipment, applications, network and communication services used by the Agency's staff in their daily work, and for providing end-user support services (i.e., internal service desk). The primary objective is to ensure that the Agency is able to meet its business objectives with the given capabilities, processes and resources. The Agency's corporate IT function is also responsible for improvement projects aimed at increasing the efficiency and agility of the organisation, including the implementation of the Information Technology Infrastructure Library (ITIL), and the migration of certain IT services to the cloud.

In 2023, the main objectives are:

- to continue the successful implementation of the second extension of eu-LISA's operational premises in Strasbourg,
- to ensure that eu-LISA's IT processes are effectively maintained and that its corporate IT infrastructure remains reliable, flexible, highly available, and integrated in the areas of ICT systems, network communications, and IT applications.

Project/Non-project task	Objective	Description and main milestones
Administrative Support to the Executive Director's Office	To provide high-quality and timely executive support to ensure efficient operation of the Executive Director's Office, thereby contributing to the achievement of eu-LISA's goals and objectives.	Provide administrative and executive support (incl. scheduling, correspondence, etc.) to the Executive Director's Office, and Management Committee meetings, while also performing the tasks of the Financial Initiating Agent, ultimately ensuring that everything runs smoothly and is organised efficiently.
Health and safety management	To ensure compliance with occupational health and safety requirements for the purposes of providing a safe and healthy working environment for eu-LISA staff, partners, visitors, and all other persons authorised to be on the Agency's premises.	Implementing dedicated occupational health and safety processes and procedures, evaluation of risks and identification of hazards, and subsequent monitoring of compliance with relevant standards and requirements, incl. development of eu-LISA's Health and Safety Policy and action plan for controlling and eliminating occupational health and safety risks.
Horizontal corporate support services (missions, facilities, logistics, and office supplies)	To ensure the efficiency of eu-LISA's operations by providing timely and high-quality corporate support services related to missions, facilities, logistics, and supplies management in all Agency locations.	Providing corporate support services in all Agency locations to ensure efficient management of logistics and office supplies, missions (incl. Missions Management tool), as well as facility operations and services (incl. routine maintenance and repairs).
Environmental Services Management	To facilitate environmentally sustainable daily operations by implementing relevant policies, processes and procedures for the purposes of mitigating or eliminating negative environmental impacts, while also ensuring more effective utilisation of resources in compliance with relevant environmental standards and requirements.	Implementing relevant policies, processes and procedures to ensure environmentally sound operation, incl. setting up eu-LISA's Environmental Management System (EMS) to ensure systematic planning, monitoring, and improvement of the Agency's environmental performance, with a view to participating in the EU's Eco-Management and Audit Scheme (EMAS).
Strasbourg data centre — power and cooling capacity increase project	To ensure the resiliency and availability of eu-LISA's core business systems by improving power and cooling capacity at the Strasbourg data centre to meet increasing operational needs stemming from the expanded mandate, i.e., operational management of an increasing number of new systems.	Setting up the necessary supplementary infrastructure to host core business systems and operational resources based on forecasts of future power and cooling requirements as calculated, i.e., up to 300% of current capacity.
Administration, maintenance and support for corporate ICT infrastructure and applications	To ensure that the Agency's IT infrastructure is reliable, flexible, highly available, and integrated in the areas of ICT systems, network communications, and IT applications.	Providing corrective, preventive, evolutive, and adaptive maintenance and support for the Agency's corporate ICT infrastructure and IT applications.
Enterprise Content Management	To implement a holistic information management approach, comprising all pieces of the information puzzle — from Enterprise Content Management (ECM) to data and records management.	Document and records management functionality to improve internal processes, incl. ECM repository, enterprise search, and configuration of workflows, through managing all structured and unstructured information by pooling all eu-LISA strategies (policies and procedures), methods and tools (information management systems) that are used to automate processes, as well as capture, manage, store, and preserve information related to the Agency's activities.

Project/Non-project task	Objective	Description and main milestones
Second extension of eu-LISA operational premises in Strasbourg	To extend eu-LISA's existing operational premises in Strasbourg to accommodate the increase in capacity needs stemming from the expanded mandate, i.e., adequate premises and facilities to host additional systems infrastructure and operational resources.	Extending existing operational premises in Strasbourg to accommodate the increase in capacity, personnel and systems infrastructure.
Smart space management	To create a pleasant and optimal working environment and improve staff productivity by introducing a new software solution for office space management to implement the activity-based working and hot-desking policy.	Improving productivity and efficient use of office space by implementing activity-based working (ABW) and hot-desking policy to generate efficiency gains and cost savings. To that end, introducing a new software solution to ensure more efficient office space management, i.e., desk management, meeting rooms, space allocation, workplace analytics, etc.
Cloud migration and cloud-based virtual desktop infrastructure	To migrate eu-LISA's corporate IT infrastructure and applications to the cloud for the purposes of reducing operational costs and improving corporate IT processes, while also reducing turnaround time for implementing changes. To enable desktop virtualisation for staff mobility, the Agency is setting up a cloud-based virtual desktop infrastructure (VDI) environment.	Migrating all corporate IT Infrastructure applications successfully to the cloud hosted by the Commission's DG DIGIT. Implementing a cloud-based virtual desktop infrastructure (VDI) environment for hosting corporate workstations (Desktop as a Service) to balance end-user and IT requirements, and enable isolation, mobility, accessibility, and desktop virtualisation, while also providing a dynamic, on-demand environment capable of meeting user needs.
Information Technology Infrastructure Library (ITIL)	To improve efficiency and achieve predictable service delivery in the area of corporate IT.	Ensuring the standardised selection, planning, delivery and maintenance of the Agency's corporate IT services by providing the end-users with the right service, and utilising the lifecycle from start to finish to track the service every step of the way.

Performance indicators	Performance target
Availability of corporate IT services	>90% (uptime of applications)
Corporate end-user/ employee satisfaction	>90%
Second extension of eu-LISA operational premises in Strasbourg	Total cost deviation ≤ 10% Total schedule deviation ≤ 10% No deviation in scope

ANNEXES

Annex I. Organisation Chart

This organigramme depicts eu-LISA’s organisational structure down to the unit level. Also included are functions that are listed in the establishing Regulation and individual subdivisions that are not part of any unit.

In 2021, the Agency made only slight changes to its organisational structure in order to proceed with the implementation of its new operational model. None of those changes affected the Agency's general organisational structure adopted in 2019.

Figure 1. eu-LISA’s organisational structure (as at December 2021)

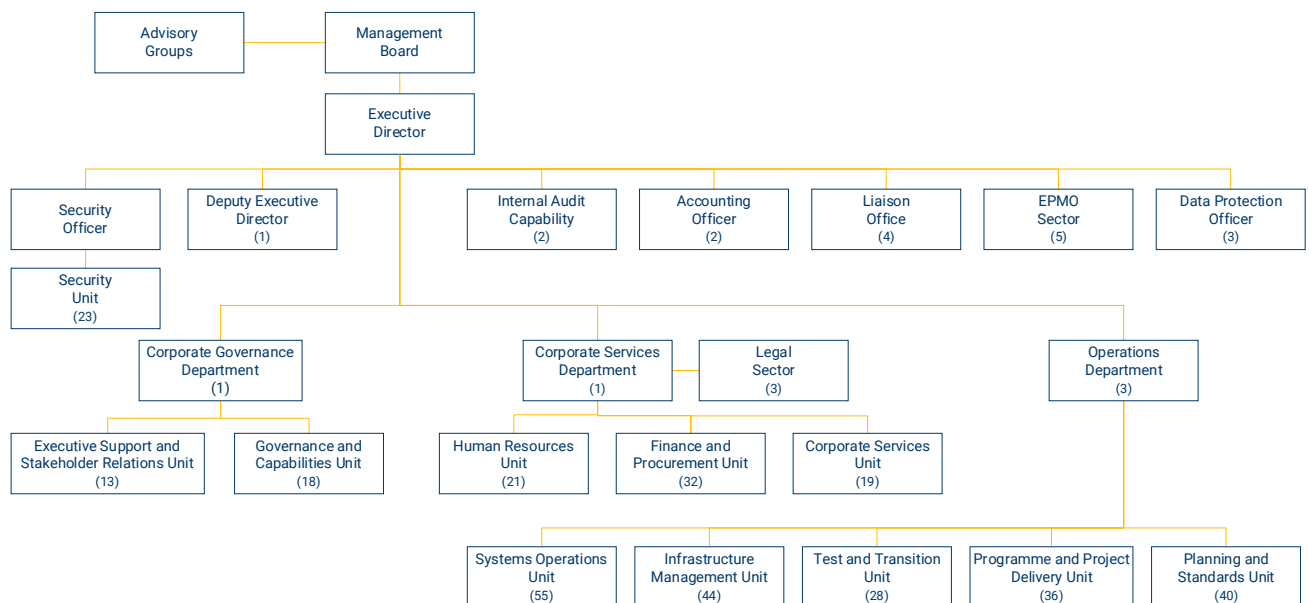


Table 5 presents the number of occupied and vacant posts in each subdivision as at 31 December 2021. Information on the published job offers is presented in the section on recruitment policy in **Annex V**.

Table 5. Staff numbers by unit (per category of staff) as at 31.12.2021

Department	Unit	Number of posts ⁷⁴						Total
		TA		CA		SNE		
		Occupied	Vacant	Occupied	Vacant ⁷⁵	Occupied	Vacant	
Executive Director	N/A	2	0	0	0	0	0	2
	Deputy Executive Director	1	0	0	0	0	0	1
	Liaison Office	1	0	2	0	1	0	4
	Internal Audit Capability	1	0	1	0	0	0	2
	EPMO	2	0	3	0	0	0	5
	Accounting Officer	1	0	1	0	0	0	2
	Data Protection Officer	1	0	2	0	0	0	3
	Security	12	0	6	3	2	0	23
Corporate Governance Department	N/A	0	0	0	1	0	0	1
	Executive Support and Stakeholder Relations Unit	9	0	3	0	1	0	13
	Governance and Capabilities Unit	11	1	3	1	2	0	18
Corporate Services Department	N/A	1	0	0	0	0	0	1
	Legal Sector	2	0	0	1	0	0	3
	Human Resources Unit	10	2	7	2	0	0	21
	Finance and Procurement Unit	19	3	10	0	0	0	32
	Corporate Services Unit	9	1	7	1	1	0	19
Operations Department	N/A	3	0	0	0	0	0	3
	Planning and Standards Unit	28	3	8	0	1	0	40
	Programme and Project Management Unit	17	3	11	4	0	1	36
	Test and Transition Unit	15	0	11	2	0	0	28
	Infrastructure Management Unit	25	2	10	5	2	0	44
	Systems Operations Unit	23	1	22	9	0	0	55
	<i>To be decided</i>	0	0	0	0	0	0	0
Total		193	16	107	29	10	1	356

⁷⁴ Occupied posts do not include job offers made to successful applicants.

⁷⁵ Negative balance means that there is a short-term post in the unit created to cover staff shortage that has an impact on recruitment figures.

Annex II. Resource allocation per activity for 2023–2025

This annex presents the breakdown of eu-LISA’s human and financial resource estimates per activity and task/project during the period from 2023 to 2025.

In addition, eu-LISA has also indicated the number of external support staff needed for each task to complement the Agency’s statutory staff in delivering the planned work programme in a given year.

New Systems

Activity	2023					2024 ⁷⁶					2025							
	Available staff		Additional staff		External support	Budget ⁷⁷	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
New systems	7.95	6.90	-	8.00	9.20	31,057,000	0.85	1.05	4.15	0.25	-	6,500,000	6.90	0.35	3.55	0.35	1.10	13,500,000
EES	3.15	2.60	-	8.00	9.00	21,000,000	-	-	-	-	-	-	4.80	0.05	-	-	1.10	7,500,000
EES adjustments for interoperability components						9,000,000						-						-
EES core implementation Final System Acceptance (FSA)						4,000,000						-						-
EES infrastructure refreshment						-						-						7,500,000
Web services implementation finalisation						8,000,000						-						-
ETIAS	4.80	4.30	-	-	0.20	10,057,000	0.85	1.05	4.15	0.25	-	6,500,000	2.10	0.30	3.55	0.35	-	6,000,000
ETIAS — Newest technology watch						500,000						-						-
ETIAS active-active hot standby						-						5,000,000						5,000,000
ETIAS connection with revised VIS						-						1,500,000						-
ETIAS implementation finalisation						9,557,000						-						-
ETIAS infrastructure refreshment						-						-						1,000,000
ETIAS MID links management tool						-						-						-

⁷⁶ Information on staff (FTEs) and budget planning as indicated in following Annex II for the year 2024 to 2025 is tentative and subject to further refinement when more detailed information becomes available.

⁷⁷ The budget per activity as presented in Annex II includes only the estimates for financial resources under Title 3.

Interoperability

Activity	2023					2024					2025							
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Interoperability	16.90	7.05	-	1.00	16.75	19,925,300	14.95	7.20	9.15	2.40	17.70	45,257,000	5.60	2.30	2.00	-	12.10	23,862,000
sBMS	12.80	3.85	-	-	16.75	15,523,700	12.65	4.75	3.30	-	15.70	41,589,000	5.60	2.30	2.00	-	10.10	19,194,000
Biometrics as a Service (BaaS)						-						-						
ECRIS-TCN development in sBMS (fingerprints)						697.700						-						
ECRIS-TCN facial recognition study						-						500.000						
EES BMS / sBMS Implementation finalisation						-						-						
Eurodac sBMS functional integration and data migration (fingerprints)						pm						479.000						242.000
Follow-up and contribution to the ISO SC37 working group						-						-						
Implementation of biometric VIS Recast functionalities in sBMS						300.000						-						
MID impact on sBMS						545.000						-						
Regular Biometric Working Groups												-						
sBMS maintenance						13.381.000						13.600.000						13.550.000
sBMS progressive capacity upscale and further improvements						-						21.410.000						402.000
SISII — sBMS functional integration and biometric data migration for interoperability						600.000						5.100.000						-
Biometric portfolio development and improvements						pm						500.000						5.000.000
CIR	4.10	3.20	-	1.00	-	4,401.600	1.55	0.90	2.30	1.10	1.00	2,560.000	-	-	-	-	1.00	3,280.000
CIR and MID maintenance						-						2.560.000						3.280.000
Interoperability implementation (supporting final system acceptance activities for ESP, CIR, MID and CRRS)						4.401.600						-						-
ESP	-	-	-	-	-	-	0.25	0.70	1.65	0.70	0.50	520.000	-	-	-	-	0.50	800.000
ESP maintenance						-						520.000						800.000
CRRS	-	-	-	-	-	-	0.50	0.85	1.90	0.60	0.50	588.000	-	-	-	-	0.50	588.000
CRRS maintenance						-						588.000						588.000

Justice Systems

Activity	2023					2024					2025							
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Justice systems	1.30	2.75	0.40	1.10	6.00	1,635,334	1.30	2.75	0.40	1.10	9.50	2,925,444	1.30	2.75	0.40	1.10	9.50	3,425,444
The e-CODEX	0.40	1.70	0.40	1.10	4.00⁷⁸	890,000	0.40	1.70	0.40	1.10	8.00	1,291,000	0.40	1.70	0.40	1.10	8.00	1,291,000
Handover and operational management of the e-CODEX system						890,000						1,291,000						1,291,000
ECRIS-TCN / ECRIS RI	0.90	1.05	-	-	2.00	1,634,444	0.90	1.05	-	-	1.50	1,634,444	0.9	1.05	-	-	1.50	2,134,444
ECRIS RI maintenance						500,000						500,000						1,000,000
ECRIS-TCN implementation finalisation						-						-						-
ECRIS-TCN maintenance						1,134,444						1,134,444						1,134,444

⁷⁸ Regulation (EU) 2022/850 of the European Parliament and of the Council of 30 May 2022 on a computerised system for the cross-border electronic exchange of data in the area of judicial cooperation in civil and criminal matters (e-CODEX system), and amending Regulation (EU) 2018/1726, (Proposal for this regulation: COM/2020/712 COM). The staffing plan envisages 2 CA posts in 2022 and 3 TA posts in 2023.

Operational management of systems in production

Activity	2023					Budget	2024					Budget	2025					Budget	
	Available staff		Additional staff		External support		Available staff		Additional staff		External support		Available staff		Additional staff		External support		
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			
Operational management of systems in production	49.05	55.00	4.00	7.50	11.55	68,434,000	56.70	52.25	8.30	0.20	9.05	105,526,000	39.95	52.25	6.40	0.20	7.50	56,478,000	
SIS	8.90	7.80	0.60	5.00	4.00	17,326,000	6.10	7.50	1.00	-	3.50	30,129,000	5.90	7.40	1.00	-	3.50	12,147,000	
Core SIS generic interconnection module (interface to allow SIS connections to other systems and implementation of ETIAS interconnection)						-						-							-
Extended capacity of SIS						2,076,000						-							-
Implementation of new information alert to SIS						pm ⁷⁹						-							-
New search engine and Oracle upgrade for SIS						-						-							-
SIS active-active development						-						20,000,000							-
SIS AFIS maintenance						3,000,000						3,000,000							3,000,000
SIS AFIS migration to sBMS						3,000,000						-							-
SIS maintenance						7,450,000						6,579,000							8,597,000
SIS support to the Member States						550,000						550,000							550,000
Central SIS interconnection with all interoperability components (except sBMS)						1,250,000						-							-
VIS	8.45	7.85	-	-	1.50	41,928,000	10.60	2.90	3.40	-	1.50	51,593,000	3.95	2.90	3.40	-	1.50	22,552,000	
Integration of Croatia in the VIS with full access						pm						-							-
VIS integration with interoperability components						4,000,000						-							-
VIS Intelligent Monitoring — Impact Assessment						-						1,000,000							-
VIS maintenance						13,000,000						13,240,000							13,490,000
VIS Recast development (including active-active setup)						24,928,000						28,343,000							-
VIS Recast maintenance						-						9,010,000							9,062,000

⁷⁹ The legislative financial statement attached to the Regulation (EU) 2022/1190 foresees a Title 3 commitment appropriation of 1.5 million euros in 2024, but the activity was brought forward to 2023, and the corresponding budget will be used in 2023, as per availability of funds.

Activity	2023					Budget	2024					Budget	2025					Budget
	Available staff		Additional staff		External support		Available staff		Additional staff		External support		Available staff		Additional staff		External support	
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Eurodac	6.45	2.70	1.60	-	0.50	5.750.000	7.20	3.60	1.40	0.20	0.50	4.300.000	0.60	3.30	-	0.20	0.50	4.000.000
Eurodac — DublinNet maintenance						5.750.000						4.300.000						4.000.000
EURODAC Recast implementation (including integration with interoperability components)						pm												
EES	0.75	0.15	-	-	3.55	1.270.000	7.70	0.70	1.00	-	3.55	8.340.000	4.40	1.10	1.00	-	2.00	5.340.000
EES Core maintenance						850.000						5.840.000						3.840.000
Web services maintenance						420.000						2.500.000						1.500.000
ETIAS	-	-	-	-	-	-	2.15	0.30	1.50	-	-	10.414.000	2.15	0.30	1.00	-	-	11.914.000
ETIAS maintenance						-						10.414.000						11.914.000
First- and second-level support and operational service tools	24.50	36.50	1.80	2.50	2.00	2.160.000	22.95	37.25	-	-	-	750.000	22.95	37.25	-	-	-	525.000
24/7 1st level support for the operational management of the systems — eu-LISA Service Desk																		
24/7 2nd level application support for operation management of the core business systems																		
Business as usual																		
EOPM replacement implementation						500.000												
Event management — purchase, implementation and maintenance of the event management core system						560.000						150.000						150.000
Migration of SM9 towards SMAX — implementation						575.000						450.000						225.000
Migration of SM9 towards SMAX — proof of concept						375.000												
Operational Reporting — training of end users						100.000						100.000						100.000
Support of vendor for corrective, adaptive and evolutive maintenance						50.000						50.000						50.000

Infrastructure

Activity	2023					Budget	2024					Budget	2025					Budget
	Available staff		Additional staff		External support		Available staff		Additional staff		External support		Available staff		Additional staff		External support	
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Infrastructure	13.40	13.30	3.55	1.65	15.00	41,631,058	15.35	16.90	12.35	15.95	14.00	84,774,910	14.65	15.90	13.35	15.95	13.00	92,789,310
Network	3.80	3.10	-	-	6.00	15,973,297	7.10	2.95	1.35	1.35	6.00	14,210,000	7.10	1.25	1.35	1.35	5.00	17,210,000
Corrective maintenance and monitoring of the centralised infrastructure hosting VISMail and SIRENEMail						250.000						210.000						210.000
Network capacity planning and operational improvements						1.000.000												
Operational management of the communication infrastructure						14.723.297						14.000.000						17.000.000
Transition to the new TESTA network																		
Data Center	3.00	1.25	1.00	-	7.00	2,022,000	3.00	1.25	3.50	2.00	7.00	2,022,000	3.00	1.25	4.50	2.00	7.00	2,022,000
Backup Central Unit operational and running costs						1.122.000						1.122.000						1.122.000
Central Unit and Backup Central Unit operational activities and evolutions and improvements						500.000						500.000						500.000
Physical network infrastructure consolidation						400.000						400.000						400.000
Common Shared Infrastructure	6.60	8.95	2.55	1.65	2.00	23,635,761	5.25	12.70	7.50	12.60	1.00	68,542,910	4.55	13.40	7.50	12.60	1.00	73,557,310
Corrective maintenance and monitoring of the centralised infrastructure CSI components hosting the CBS						10.000.000						14.000.000						14.000.000
Corrective maintenance and monitoring of the centralised infrastructure hosting e-CODEX						40.000						10.000						10.000
Corrective maintenance and monitoring of the centralised infrastructure hosting ECRIS						907.555						1.134.444						1.134.444
Corrective maintenance and monitoring of the centralised infrastructure hosting EES						800.000						25.060.000						25.060.000
Corrective maintenance and monitoring of the centralised infrastructure hosting ETIAS						-						5.600.000						7.000.000

Activity	2023					2024					2025							
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Corrective maintenance and monitoring of the centralised infrastructure hosting Eurodac						240.000						450.000						450.000
Corrective maintenance and monitoring of the centralised infrastructure hosting the CBS interoperability						-						733.600						1.167.000
Corrective maintenance and monitoring of the centralised infrastructure hosting sBMS						5.190.640						7.217.300						9.398.300
Corrective maintenance and monitoring of the centralised infrastructure hosting VIS						1.600.000						8.000.000						8.000.000
Evolution, refresh and adaptive maintenance of the centralised infrastructure hosting the CBS						1.600.000						3.000.000						4.000.000
Infrastructure operational management of the configuration management system						50.000						50.000						50.000
Infrastructure operations management of the access to operational platforms (EUWS services)						-						80.000						80.000
Maintenance renewal for the CBS Oracle licenses						3.207.566						3.207.566						3.207.566

Direct support to operations

Activity	2023					2024					2025							
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Direct support to operations	25.90	18.25	2.10	3.20	40.50	9,763,000	23.55	15.35	7.00	7.00	34.00	7,795,000	23.55	15.35	7.00	7.00	33.00	7,843,000
Security and business continuity	7.65	2.35	-	2.00	15.00	2,550,000	6.90	1.50	5.00	6.00	9.50	2,350,000	6.90	1.50	5.00	6.00	9.50	2,350,000
Combined disaster recovery exercise for VIS and EES						200.000												
Information security, assurance and cybersecurity operations services for the core business systems						700.000						700.000						700.000
Managed IT security services						1,500.000						1,500.000						1,500.000
Operational business continuity						150.000						150.000						150.000
Advisory Groups, meetings, missions and Schengen evaluations	1.50	1.00	-	-	4.00	1,735,000	1.50	1.00	1.00	-	4.00	1,735,000	1.50	1.00	1.00	-	4.00	1,735,000
Administrative support to Advisory Groups						1,600.000						1,600.000						1,600.000
Administrative support to other meetings and missions						80.000						80.000						80.000
Contribution to the Schengen evaluation mechanism						55.000						55.000						55.000
Capability building	6.35	4.80	-	-	7.50	2,300,000	6.25	4.00	1.00	-	7.50	2,532,000	6.25	4.00	1.00	-	7.50	2,580,000
Artificial Intelligence capability development, incl. establishing a Centre of Excellence																		
Drafting reports and aggregated statistics on the JHA information systems																		
Integration of research findings into applications` life cycle.						500.000												
Research and technology monitoring																		
Supporting the implementation of parts of the EU Framework Programme for Research and Innovation																		
Training for the Member States						1,800.000						2,532.000						2,580.000

Activity	2023						2024						2025					
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Release management, application lifecycle management, test and transition	6.65	8.50	-	0.50	14.00	500.000	7.40	8.85	-	1.00	13.00	500.000	7.40	8.85	-	1.00	12.00	500.000
Application management services																		
Operational change management																		
Release and deployment management and transition to operations																		
Support of application lifecycle management platform and related tools (build pipelines, testing tools)						500.000						500.000						500.000
Test management																		
Operational external support and consultancies	2.25	1.60	2.10	0.70	-	2.000.000	-	-	-	-	-	-	-	-	-	-	-	-
Transition of engineering and operational outsourced services under Transversal Engineering and Operational Frameworks						2.000.000												
Operational training for staff	1.50	-	-	-	-	678.000	1.50	-	-	-	-	678.000	1.50	-	-	-	-	678.000
Competency Development Operations						678.000						678.000						678.000

Governance

Activity	2023						2024						2025					
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Governance	48.45	14.75	-	2.00	41.10	250,000	46.50	18.00	5.00	4.00	34.05	-	46.40	17.90	5.00	4.00	34.05	-
Enterprise Project Management Office	2.00	1.00	-	-	7.55	-	1.00	4.00	2.00	-	7.00	-	1.00	4.00	2.00	-	7.00	-
Official appraisal of project management practice based on the CMMI model																		
Programme and Project Management capability, sourcing strategy and corporate risk management																		
Governance, planning, standards and IT service management	11.55	2.00	-	1.00	16.55	250,000	10.65	2.25	1.00	1.00	11.05	-	10.55	2.15	1.00	1.00	11.05	-
Continuous improvement of eu-LISA services and processes, addressing new JHA systems requirements						250,000												
Enterprise architecture continuum																		
eu-LISA Service and Processes framework																		
Operations department governance, planning and reporting																		
Corporate governance, planning, reporting and assessments																		
Stakeholder management	30.90	8.75	-	1.00	15.00	-	30.85	8.75	2.00	3.00	14.00	-	30.85	8.75	2.00	3.00	14.00	-
Administrative support to the Management Board																		
Business relations, requirements, demand and change management																		
Corporate admin. support																		
External communication																		
Institutional relations management and policy coordination																		
Internal communication																		
Stakeholder management and policy coordination																		

Activity	2023						2024						2025					
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Compliance	4.00	3.00	-	-	2.00	-	4.00	3.00	-	-	2.00	-	4.00	3.00	-	-	2.00	-
Accounting																		
Data protection																		
Evaluation of the Agency (Article39 of Establishing Regulation)																		
Internal auditing																		

Administration and general support

Activity	2023						2024						2025					
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Corporate support	47.15	28.95	-	2.00	72.20	-	46.35	29.30	8.00	6.00	73.20	-	46.30	29.50	8.00	6.00	72.20	-
Legal services	2.00	1.00	-	-	2.00	-	2.00	1.00	1.00	1.00	2.00	-	2.00	1.00	1.00	1.00	2.00	-
Legal services																		
Corporate security and business continuity	3.30	6.20	-	-	16.50	-	3.30	6.20	-	1.00	16.50	-	3.30	6.20	-	1.00	16.50	-
Business continuity management																		
Implementation of security and business continuity recommendations																		
Protective security																		
Security policy and continuity management																		
Human resources management	9.50	4.00	-	2.00	11.00	-	9.50	4.00	-	2.00	11.00	-	9.50	4.00	-	2.00	11.00	-
Human resources administration and planning																		
Talent management																		
Transition to competency-based human resources management																		
Budget, finance and procurement management	20.60	8.75	-	-	4.00	-	19.80	9.10	-	-	4.00	-	19.75	9.30	-	-	4.00	-
Budgetary, asset and financial management																		
Internal financial controls and monitoring of audit recommendations																		
Procurement and acquisition management																		

Activity	2023						2024						2025					
	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget	Available staff		Additional staff		External support	Budget
	TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE			TA	CA and SNE	TA	CA and SNE		
Corporate support services	11.75	9.00	-	-	38.70	-	11.75	9.00	7.00	2.00	39.70	-	11.75	9.00	7.00	2.00	38.70	-
Administration, maintenance and support for corporate ICT infrastructure and applications																		
Administrative Support to the Executive Director's Office																		
Cloud migration and cloud-based virtual desktop infrastructure																		
Enterprise content management																		
Environmental services management																		
Health and safety management																		
Horizontal corporate support services (missions, facilities, logistics and office supplies)																		
Information Technology Infrastructure Library (ITIL)																		
Second extension of eu-LISA operational premises in Strasbourg																		
Smart space management																		
Strasbourg data centre — power and cooling capacity increase																		
Corporate activities operational management																		

Annex III. Financial Resources for 2023–2025

This Annex presents information on eu-LISA's revenue and expenditures, budget outturn and cancellations of commitment and payment appropriations.

REVENUE

Table 6. Revenue

Revenue	2022	
	Revenue estimated by the agency	Budget Forecast
EU contribution	296.508	326.981
Other revenue	31.990	p.m.
Total revenues	328.498	326.981

EUR million

REVENUE	2021 Budget	2022 Revenues estimated by the agency	As requested by the agency	2023 Budget Forecast	VAR 2023/2022	Envisaged 2024	Envisaged 2025
1 REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	249.827	296.508	326.981		1.103	306.575	288.131
<i>of which assigned revenues deriving from previous years' surpluses</i>	1.658	3.611	3.076				
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	3.843	31.990	-				
<i>of which EFTA</i>	3.843	31.990	-				
<i>of which Candidate Countries</i>							
4 OTHER CONTRIBUTIONS	0.005	-					
<i>of which delegation agreement, ad hoc grants</i>							
5 ADMINISTRATIVE OPERATIONS							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	253.674	328.498	326.981		1.103	306.575	288.131

EUR million

EXPENDITURE

Table 7. Expenditure

Expenditure	EUR million			
	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	45.802	45.802	48.661	48.661
Title 2	24.070	24.070	30.208	30.208
Title 3	281.757	258.625	183.362	248.112
Total expenditure	351.630	328.498	262.231	326.981

EXPENDITURE	EUR million						
	Budget 2021	Budget 2022	Draft Budget 2023 Agency request	Budget Forecast	VAR 2023/2022	Commitment appropriations Envisaged in 2024	Envisaged in 2025
Title 1							
Staff Expenditure	33.436	45.802	48.661		106.24%	46.539	46.356
Salaries & allowances	30.721	41.250	43.510		105.48%	41.348	41.125
- of which establishment plan posts	22.509	26.794	28.680		107.04%	27.549	27.407
- of which external personnel	8.212	14.456	14.830		102.58%	13.800	13.718
Expenditure relating to Staff recruitment	0.081	1.059	0.494		46.63%	0.494	0.494
Mission expenses	0.125	0.660	0.660		100.00%	0.700	0.740
Socio-medical infrastructure	1.702	2.232	2.522		112.97%	2.522	2.522
Training	0.806	0.600	1.475		245.83%	1.475	1.475
Title 2							
Infrastructure and operating expenditure	19.793	24.070	30.208		125.50%	34.818	31.486
Rental of buildings and associated costs	2.897	3.920	5.325		135.84%	8.505	5.710
Information and communication technology	2.856	4.100	8.147		198.72%	8.445	8.124
Movable property and associated costs	0.157	0.409	0.579		141.56%	0.617	0.561
Current administrative expenditure	0.843	1.777	2.295		129.11%	2.338	2.379
Meeting expenses	0.021	0.709	0.623		87.87%	0.709	0.645
Information and Publications	1.387	0.548	0.450		82.12%	0.450	0.450
External Support Services	8.485	8.347	7.332		87.84%	8.229	8.012
Security	3.147	4.260	5.457		128.10%	5.525	5.605
Title 3							
Operational expenditure	163.369	281.757	183.362		65.08%	258.522	203.235
Infrastructure	42.689	67.222	43.266		64.36%	85.375	93.164
HOME Affairs	111.572	184.496	117.256		63.56%	156.533	93.315
Justice	0.000	18.214	2.524			2.925	3.425
Operational support activities	9.108	11.826	20.315		171.79%	13.688	13.330
Support to MS and EC	0.000	0.000	0.000			0.000	0.000
TOTAL EXPENDITURE	216.598	351.630	262.231		74.58%	339.878	281.077

EUR million

EXPENDITURE	Executed Budget 2021	Budget 2022	Draft Budget 2023		VAR 2023/2022	Payment appropriations	
			Agency request	Budget Forecast		Envisaged in 2024	Envisaged in 2025
Title 1							
Staff Expenditure	32.735	45.802	48.661		106.24%	46.539	46.356
Salaries & allowances	30.721	41.250	43.510		105.48%	41.348	41.125
- of which establishment plan posts	22.509	26.794	28.680		107.04%	27.549	27.407
- of which external personnel	8.212	14.456	14.830		102.58%	13.800	13.718
Expenditure relating to Staff recruitment	0.071	1.059	0.494		46.63%	0.494	0.494
Mission expenses	0.102	0.660	0.660		100.00%	0.700	0.740
Socio-medical infrastructure	1.581	2.232	2.522		112.97%	2.522	2.522
Training	0.259	0.600	1.475		245.83%	1.475	1.475
Title 2							
Infrastructure and operating expenditure	8.689	24.070	30.208		125.50%	34.818	31.486
Rental of buildings and associated costs	1.535	3.920	5.325		135.84%	8.505	5.710
Information and communication technology	1.413	4.100	8.147		198.72%	8.445	8.124
Movable property and associated costs	0.086	0.409	0.579		141.56%	0.617	0.561
Current administrative expenditure	0.682	1.777	2.295		129.11%	2.338	2.379
Meeting expenses	0.001	0.709	0.623		87.87%	0.709	0.645
Information and Publications	1.182	0.548	0.450		82.12%	0.450	0.450
External Support Services	2.051	8.347	7.332		87.84%	8.229	8.012
Security	1.738	4.260	5.457		128.10%	5.525	5.605
Title 3							
Operational expenditure	212.246	258.625	248.112		95.93%	225.219	210.289
Infrastructure	36.495	54.470	74.276		136.36%	86.276	91.119
HOME Affairs	168.923	177.306	150.737		85.02%	122.314	102.809
Justice	0.097	16.969	9.551			2.926	3.226
Operational support activities	6.731	9.880	13.547		137.12%	13.704	13.136
Support to MS and EC	0.000	0.000	0.000			0.000	0.000
TOTAL EXPENDITURE	253.669	328.498	326.981		99.54%	306.575	288.131

BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

Table 8. Budget outturn and cancellation of appropriations

Budget outturn	EUR million		
	2019	2020	2021
Revenue actually received (+)	140.358	237.414	267.790
Payments made (-)	- 127.852	- 220.686	- 249.827
Carry-over of appropriations (-)	- 18.742	- 23.461	- 8.351
Cancellation of appropriations carried over (+)	0.702	1.325	0.760
Adjustment for carry-over of assigned revenue appropriations from the previous year (+)	7.192	9.019	12.703
Exchange rate differences (+/-)	- 0.001	0.000	- 0.000
Adjustment for negative balance from the previous year (-)	-	1.658	3.611
Total	1.658	3.611	3.076

Annex IV. Human Resources — Quantitative Analysis

This annex provides an overview of eu-LISA's staff by all categories and its analysis of its evolution during the programming period.

Overview of staff population and its evolution across all categories of staff

Statutory staff and seconded national experts

The evolution of eu-LISA staff from 2021 to 2025, presented in Table 9, takes into account the authorised posts envisaged in the Commission proposals for new JHA information systems (i.e., EES, ETIAS, ECRIS-TCN, Interoperability, and e-CODEX system), together with SIS, VIS and Eurodac recasts as well as the new ones: Prüm II, the JITs, Visa digitalisation, and the additional staff planned for the Agency. For VIS Recast, the staff numbers reflect the updated period for the allocation of posts.

The additional posts allocated to eu-LISA outside the Commission proposals for the new systems in 2023 stand currently at 6 posts (i.e., 6 TA), while another 90–95 posts will be outsourced in line with the Agency's sourcing strategy.

Please note that figures for the years 2024–2025 are indicative, reflecting the staff temporarily on loan from Frontex until 2025 for the purposes of providing carrier support services.

Table 9. eu-LISA staff population and its evolution (overview of all categories of staff)

Staff	2021			2022	2023	2024	2025
Establishment plan posts	Authorised budget	Actually filled as at 31.12.2021	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	160	144	90.00%	162 ⁸⁰	169	177	177
Assistants (AST)	53	49	92.45%	53	53	53	53
Assistants/ Secretaries (AST/SC)	0	0	0.00%	0	0	0	0
Establishment plan posts total	213	193	90.61%	215	222	230	230
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE ⁸¹ as at 31.12.2021	Execution Rate %	Headcount as of 31.12.2021	FTE corresponding to the authorised budget 2023	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	132	96	72.73%	107	166	165	140
Seconded National Experts (SNE)	11	9	81.82%	10	11	11	11
Total external staff	143	105	73.43%	117	177	176	151
Total staff	356	298	83.71%	310	399	406	381

⁸⁰ As in the draft general budget 2022 published on 9 July 2021 by European Commission at [Draft general budget 2022 | European Commission \(europa.eu\)](#).

⁸¹ As at 31/12/N-1, eu-LISA had 107 CAs financed from the EU contribution and no CAs financed from other sources.

Regarding the occupancy rate, the data presented in Table 9 takes into account only the authorised posts and the staff employed as at 31 December 2021. A more detailed overview, presented in Table 12 in Annex V section A. Recruitment policy, distinguishes between authorised posts and the posts that were actually available for recruitment. It also takes into account issued job offers.

Additional external staff expected to be financed from grant, contribution or service-level agreements

The Agency has not financed any staff from grants, contributions or service-level agreements in the past and does not plan for such posts at present. Should the situation change in future, the planning will be adjusted accordingly.

Envisaged FTEs	2022	2023	2024	2025
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	0	0	0	0

Other Human Resources

Structural Service Providers⁸²

In 2021, eu-LISA continued using structural service providers (also referred to as **external support**) for services or projects that could not be covered by the Agency's statutory staff due to insufficient budgetary resources, and also due to specialised qualifications required, or knowledge that was not available in-house.

Structural service providers are not directly employed by eu-LISA. Instead, they are contracted individually under a framework contract (FwC) for durations ranging from a couple of months to one year. The Agency plans to continue using external service providers in the future as well. The services used in 2021 are presented in the table below.

Framework Contract (FwC)	FwC duration	Contract Type	Contract profile categories	Actually in place as at 31.12.2021
FwC LISA/2019/OP/02	4 years (2019–2023)	TM (Time & Means)	Administrative Support	43 (1 in BRX, 14 in SXB, 28 in TLL)
LOT1 — IT Support in SXB/BRX			IT Support	61 (49 in SXB, 12 in TLL)
LOT3 — Administrative Support in SXB/BRX			IT Support	Not applicable
LOT4 — Administrative Support in TLL			IT Support	Not applicable
FwC LISA/2019/NP/19		QTM (Quoted Time and Means) (Fixed Price)		Not applicable
IT Support in TLL				

Interim workers

The Agency employs interim workers mainly to replace staff who have taken long-term leaves of absence. Generally, they are recruited under a framework contract for structural service providers, or as contract agents (CA) with a fixed or a limited short-term employment contract. In the statistics, they are usually reported under their respective contract types. In 2021, there were two such replacements.

Total FTEs in 2021	
Number	2

⁸² Service providers are contracted by private companies, under the provisions of relevant framework contracts (FwC), and are tasked with carrying out specialised outsourced tasks that are of a horizontal/support nature.

Multiannual staff policy plan 2023–2025

Table 10 presents an overview of temporary agent (TA) posts in accordance with the Agency's establishment plan, taking into consideration:

- a slight staff increase in 2022 and 2023 compared to 2021, related to the Recast VIS Regulation (including a change in the number of posts per year) and additional staff as described in chapter 2.4.1 and listed in Annex XIII (subject to approval by the budgetary authority);
- a reduction in the number of posts for Interoperability in the years 2024–2025 in accordance with the Commission proposals concerning the project's progress;
- additional staff planned in the adopted Commission proposals on Prüm II, the JITs and Visa digitalisation in the years 2024–2025 as indicated in Table 4 in section 2.3.2 of the multiannual programme;
- changes across the grades in each function group due to estimated reclassification as calculated in accordance with Annex I B to the Staff Regulations.

Table 10. Multiannual staff policy plan 2023–2025

Function group and grade	2021		2022		2023		2024		2025		
	Authorised budget		Actually filled as at 31/12		Authorised budget		Envisaged		Envisaged		
	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	
AD 16		0	0		0		0		0		0
AD 15		1	1		0		1		1		1
AD 14		1	1		0		1		1		1
AD 13		3	2		3		3		3		3
AD 12		4	3		4		4		4		4
AD 11		7	2		9		11		11		11
AD 10		10	11		11		12		12		12
AD 9		16	14		19		22		22		22
AD 8		26	19		32		38		38		38
AD 7		23	34		15		11 ⁸³		11		11
AD 6		26	14		36		46		46		46
AD 5		43	43		31		20 ⁸⁴		28 ⁸⁵		28
AD TOTAL		160	144		162		169		177		177
AST 11		0			0		0		0		0
AST 10		0			0		0		0		0
AST 9		1	1		1		1		1		1
AST 8		3	2		3		4		4		4
AST 7		4	5		4		6		6		6
AST 6		12	11		12		12		12		12
AST 5		12	10		12		11		11		11
AST 4		10	6		10		13		13		13

⁸³ Figure includes 3 AD7 posts granted to eu-LISA for cybersecurity.

⁸⁴ Figure includes 3 AD5 posts granted to eu-LISA for cybersecurity.

⁸⁵ Figure includes reduction of posts according to the revised planning on Interoperability and VIS recast and an increase due to the new Commission proposals on JIT, Visa digitalisation and Prüm II.

Function group and grade	2021				2022		2023		2024		2025	
	Authorised budget		Actually filled as at 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 3		11		14		11		6		6		6
AST 2		0		0		0		0		0		0
AST 1		0		0		0		0		0		0
AST TOTAL		53		49		53		53		53		53
AST/SC 6		0		0		0		0		0		0
AST/SC 5		0		0		0		0		0		0
AST/SC 4		0		0		0		0		0		0
AST/SC 3		0		0		0		0		0		0
AST/SC 2		0		0		0		0		0		0
AST/SC 1		0		0		0		0		0		0
AST/SC TOTAL		0		0		0		0		0		0
TOTAL		213		193		215		222		230		230
GRAND TOTAL		213		193		215		222		230		230

External Personnel

Budget estimates for CA and SNE posts are presented in the tables below, including additional staff envisaged in the LFSs.

Contract Agents

In 2023, the number of contract agents (CA) is going to increase and the staff reduction foreseen after 2023 will be due to the termination of certain short-term posts, which were necessary for the implementation phase of Interoperability and the VIS Recast. However, a delay in the adoption of the VIS Recast Regulation may affect staff numbers in 2023 (i.e., the rollout of the plan or accumulation of resources).

Contract agents	FTE corresponding to the authorised budget 2021	Executed FTE as at 31/12/2021	Headcount as at 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
Function Group IV	83	59	64	108	108	109	85
Function Group III	47	35	41	58	57	55	54
Function Group II	2	2	2	1	1	1	1
Function Group I	0	0	0	0	0	0	0
TOTAL	132	96	107	167	166	165	140

Seconded national experts

The Agency adjusted the number of SNE posts for 2023 to the outcome of the conciliation procedure on eu-LISA budget and human resources.

Seconded National Experts	FTE corresponding to the authorised budget 2021	Executed FTE as at 31/12/2021	Headcount as at 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025
TOTAL	11	9	10	11	11	11	11

Recruitment forecasts for 2023 following retirement, mobility, or new requested posts

The Agency's recruitment forecast includes staff replacements due to turnover or retirement, as well as following the Commission proposals that envisage either additional staff in 2023 or the agreement on moving posts, e.g., regarding the VIS Recast, in case the respective selections would not be concluded in 2022.

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication		CA Recruitment Function Group (I, II, III or IV)
	Due to foreseen retirement or mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Senior Communication Officer	yes		TA (AD5–AD7)	TA AD7	N/A
Information Technology Assistant — Service and Process Management		Interoperability	N/A	N/A	FG III
Data Protection Specialist		Interoperability	TA AD5	TA AD5	N/A
Information Technology Officer		VIS	N/A	N/A	FG IV
Information Technology Officer		VIS	N/A	N/A	FG IV
Information Technology Officer		VIS	N/A	N/A	FG IV
Information Technology Officer		VIS	TA AD5	TA AD5	N/A
Information Technology Officer — Infrastructure Services		VIS	TA AD5	TA AD5	N/A
Information Technology Officer — Infrastructure Services		Interoperability	TA (AD5–AD6)	TA AD6	N/A
Information Technology Officer		e-CODEX	N/A	N/A	FG IV
Information Technology Officer		e-CODEX	TA AD5	TA AD5	N/A
Information Technology Officer		e-CODEX	TA AD5	TA AD5	N/A

Regarding additional posts planned by eu-LISA, the relevant information is outlined in Annex XIII. At the moment, the Agency does not foresee any staff changes that would entail inter-agency mobility. If any should occur, they will be reported accordingly.

Annex V. Human Resources — Qualitative Analysis

This annex provides additional information on the Agency’s human resources planning and provides an overview of eu-LISA’s recruitment policy for all staff categories (i.e., officials, TAs, Cas, SNEs), as well as performance appraisal and reclassifications/promotions.

This section also provides an overview of staff mobility, gender and geographical balance and schooling.

A. Recruitment policy

The Agency’s recruitment policy is governed by the Conditions of Employment of Other Servants of the European Union (CEOS) and also by the implementing rules to the Staff Regulations of Officials of the European Union, regulating the engagement and use of temporary agents (TA), contract agents (CA), and seconded national experts (SNE), incl. selection procedures, entry grades for different categories, type and duration of employment, and job profiles.

Table 11. Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CAs	Model decision C (2019)3016	yes		
Engagement of TAs	Model decision C (2015)1509	yes		
Middle management	Model decision C (2018)2542	yes		
Type of posts	Model decision C (2018)8800	yes		

In accordance with the internal Guidelines for Recruitment, all recruitment procedures at eu-LISA are conducted by a Selection Committee composed of representatives from the Unit that is looking to recruit new staff, the Human Resources Unit (HRU), and the Staff Committee.

As at the end of 2021, the Agency had **recruited⁸⁶ 61 people, and sent out 75 job offers**. During this period, the HRU conducted selection procedures for ETIAS, ECRIS-TCN, the revised eu-LISA Regulation and Interoperability, as well as for the replacement of staff leaving eu-LISA during the course of the year.

In 2021, the Agency received **1944 applications** for 18 closed⁸⁷ recruitment procedures. The average number of applications per procedure was 108, with 40 and 352 as the lowest and the highest number of applications, respectively.

As a result of venturing beyond its own website when publishing vacancy notices (e.g., EPSO, LinkedIn, specialised sites, etc.), eu-LISA has seen both a quantitative and a qualitative improvement in applications received from prospective recruits. Owing to that, the Agency is planning to continue using those channels for recruitment, especially for specialised profiles. This is particularly true for LinkedIn, where our vacancy publications reached 173,976 unique views — a **2,782% increase** compared to the year 2020!

To expedite the recruitment process, the Agency has been grouping similar posts into one procedure, whenever possible, in order to maximise resources and generate longer reserve lists. What is more, the Agency has been referring back to existing reserve lists more frequently (e.g., for the same grade/function group and in case of similar profiles). As a result, in 2021, eu-LISA recruited altogether 30 additional staff (11 TA and 19 CA contracts concluded as at 31 December 2021) from existing reserve lists established in previous years. In addition, two posts were filled using the EPSO CAST selection list for contract agents. Although this approach to HR sourcing yielded some efficiency gains in terms of work scheduling, it did not have a marked impact on the effort or time required to conduct the selection procedures or follow-up interviews with candidates on reserve lists.

86 Staff who had entered into service at eu-LISA as at 31 December 2021. Out of those, 15 candidates are in the process of joining the Agency.

87 Selection procedures where reserve lists were established as at 31 December 2021.

Table 12 presents an overview of the recruitment progress as compared to the number of authorised (as at 31.12.2021).

Table 12. Overview of recruitment targets and progress until 31.12.2021

TA posts in 2021 Establishment plan	TA posts filled	TA posts filled + job offers accepted	Authorised in 2021 (TA, CA, SNE)	Total of posts filled in 2021	Posts filled + job offer accepted
207⁸⁸	193	197	345	310	325
	93.24%	95.2%		89.9%	94.2%
213	193	197	356⁸⁹	310	325
	90.61%	92.5%		87.1%	91.3%

In order to achieve the recruitment targets in 2021 and 2022, taking into consideration COVID-19-related restrictions, the Agency adopted several **additional measures**:

- as planned, the Agency acquired and implemented the video recruitment tool Cammio which enables **asynchronous interviews**. This tool speeds up the recruitment process by eliminating the need to have all members of the Selection Committee available for interviews at the same time, and provides flexibility for the candidates;
- continue maximising the use of **existing reserve lists** for filling equivalent posts in the Agency;
- expanding the recruitment team by **additional short-term posts** for the next 2 years, to be financed from budget savings;
- **transition to digital tools** to minimize the administrative burden, and improve the efficiency and candidate experience;
- due to COVID-19-related travel restrictions, it was difficult for candidates to travel to the designated medical centres in Luxembourg or Brussels. In order to provide an **alternative test centre** for prospective recruits, the Agency launched a tender for medical services in Strasbourg. Unfortunately, no offers were submitted despite the extended deadline.

Applicant Demographics

The demographic data on applicants indicate that the **gender distribution** — 37% female versus 63% male — corresponds to that of the larger tech industry. For hired candidates, the percentage is somewhat lower for females with 24% and 76% for males. In terms of gender distribution among candidates placed on reserve lists, there is a minor statistical difference compared to hires, with 28% females, and 72% males.

The Agency has taken an active approach in order **to attract more female candidates**, such as participating in dedicated events for women in technology or encouraging the panel members to participate in trainings dedicated to eliminating biases in recruitment.

With regard to the **geographical distribution** of applications, the highest shares by nationality are Italian (14.1%), Greek (13.5%) and Romanian (11.4%), whereas the lowest numbers are among Swedish (0.6%), Maltese (0.3%) and Danish (0.2%).

It is important to highlight that thanks to the active promotion of the vacancy notices in all the member states, we have accomplished an important shift in the right direction in order **to attract a diverse pool of candidates**. For example, the number of applicants from over-represented countries has decreased. In addition, this is the first year in which the Agency has received applications from nationals from all Member States. Furthermore, this is also the first year in which applications were from all associated member states, with the exception of Liechtenstein.

⁸⁸ The 2 posts foreseen in the establishment plan for Eurodac Recast and 11 for the VIS Recast could not be used for recruitment, as the respective legal bases were not adopted.

⁸⁹ The 2 posts foreseen for SIS police recast in the years 2021 and 2022 were not authorised as the respective legal bases was not adopted.

Categories of Staff

The Agency's recruitment policy with regard to the different categories of staff (i.e., officials, temporary agents, contract agents and seconded national experts) is summarised in the following sections.

Officials. The Agency has no permanent posts authorised in its Establishment Plan.

Temporary agents (TA) constitute eu-LISA's statutory staff whose tasks are related to the Agency's mandate and cannot, therefore, be outsourced. Temporary agents are recruited to carry out core activities, i.e., **operational, managerial and administrative tasks**. All recruitment procedures are conducted at the grade advertised in the vacancy notice, in accordance with the Staff Regulations, the CEOS, and the respective implementing rules, as well as the relevant job description.

In 2021, eu-LISA recruited temporary agents via both internal and external selection procedures, as well as existing reserve lists. To date, eu-LISA has not launched any inter-agency recruitment calls. In 2021, the entry grades for long-term temporary agents were as follows: AST 3; AD 5 to AD 8; AD 9 to AD 10 (in case of mobility, e.g., Head of Unit role); AD 13 (for the Deputy Executive Director).

Pursuant to eu-LISA's internal guidelines on contract renewal⁹⁰, temporary agents are initially offered a fixed-term contract for 5 years, renewable for another period not exceeding 5 years, with a possibility for subsequent extension for an indefinite term. All contract renewals must undergo a comprehensive performance appraisal and are dependent on eu-LISA's priorities outlined in the SPDs and available budgetary resources. In November 2016, eu-LISA's Management Board authorised⁹¹ the Executive Director to grant indefinite contracts to temporary agents after the end of the first contractual term in line with the applicable legal provisions (Article 8 of the CEOS and Article 16 of the eu-LISA Management Board decision No 2015-166). In 2021, the Agency renewed the contracts of three temporary agents for an indefinite term.

One of the most pressing challenges that eu-LISA has been dealing with since 2019 is the difficulty related to filling short-term temporary agent posts that are often refused by successful candidates due to their modest duration. For example, some posts (e.g., Interoperability or VIS) were planned as half of a full-time equivalent (FTE) in legislative proposals, posing issues for recruitment and contract design. Furthermore, conducting separate selection procedures for these types of posts is both inefficient and costly.

Contract agents (CA) are usually employed by eu-LISA to work on **specific projects for a fixed term** to fill gaps during long-term absences and to cover temporarily increased workload for limited periods. However, the legislative financial statements for the new systems assigned to the Agency, foresee that a number of contract agent positions responsible for technical and/or operational tasks could be considered long-term.

For the most part, contract agents are recruited via external selection procedures, CAST reserve lists provided by EPSO or reserve lists established by the Agency.

In general, contract agents are offered **fixed-term contracts** either with a maximum duration of (a) five years, with a possibility to be renewed only once for another fixed five-year period, in accordance with Article 85 of the CEOS, or (b) two-year contracts, which can also be renewed only once, without the possibility for further extension. In 2021, eu-LISA renewed the contracts of two contract agents by granting extensions for another fixed duration.

One-year contracts without the possibility of renewal are usually offered when replacing staff members on longer leaves of absence. However, this has proven to be an ineffective solution resulting in the refusal of job offers by successful candidates.

Any further renewals of employment contracts shall be for an indefinite period. Similarly to temporary agents, contract renewal depends on eu-LISA's priorities and available budgetary provisions. In addition, all renewals must undergo a comprehensive performance appraisal. However, the situation of contract agents warrants further analysis, especially compared to the Agency's statutory staff, i.e., whether contract agent posts should be considered long-term or if they can be transformed into temporary agents' contracts. As of 2021, the Agency will have to prepare itself for renewing a number of employment contracts for an indefinite term.

Following the adoption of the new implementing rule on contract staff engaged under Article 3a of the CEOS, the Agency had to adapt its recruitment practice to identify candidates who shall be offered contracts for an indefinite term following a successful selection procedure by eu-LISA due to inter-agency mobility, or candidates who should be relieved from passing a written test.

90 Decision of the Executive Director No 43/2016 of 31 May 2016.

91 Decision of the Executive Director No 43/2016 of 31 May 2016.

Seconded national experts (SNE) are sent to eu-LISA by national authorities of EU Member States for performing specialised tasks to ensure that the Agency's operations and services are closely aligned with the needs of Member States as end-users. Thus, the Agency does not employ seconded national experts and the duration of their secondment is determined by the agreement reached with their sending organisations. All rules pertaining to seconded national experts (i.e., selection procedures, the duration of secondment, working conditions, allowances and expenses, etc.) are governed by eu-LISA's implementing measures on seconded national experts,⁹² adopted in 2012.

B. Appraisal of performance and reclassification/promotions

Table 13. Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TAs	Model Decision C(2015)9560	yes		
Reclassification of CAs	Model Decision C(2015)9561	yes		

The 2021 reclassification was concluded on 22 December 2021. According to the Decision of the Executive Director on the Reclassification of Temporary Agents and Contract Agents in 2021, a total of 24 staff members were reclassified after carrying out a final comparison of merits and taking into account the recommendation made by the Joint Reclassification Committee, the multiplication rates for guiding average career equivalence as described in Annex II of the Decision No 2016-016 of the Management Board, and the Decision No 2016-017 of the Management Board, the establishment plan and the budgetary resources available.

The results of reclassification (per grade) are presented in **Table 14** and **Table 15**.

Table 14. Reclassification of temporary staff/promotion of officials

Grades	Average seniority in the grade among reclassified staff					Actual average over 5 years ⁹⁴	Average over 5 years (in accordance with Decision C(2015)9563)
	2018	2019	2020	2021	2022 ⁹³		
AD05	4.2	3.3	2	2.0	n/a	2.9	2.8
AD06	2.4	2		2.7	n/a	2.4	2.8
AD07		2.6	2.2	2.7	n/a	2.5	2.8
AD08	2	2.3	3.7	2.0	n/a	2.5	3.0
AD09	3.5	2	2.3		n/a	2.6	4.0
AD10		2	3		n/a	2.5	4.0
AD11	2				n/a	2.0	4.0
AD12					n/a	n/a	6.7
AD13		2			n/a	2	6.7
AST1					n/a	n/a	3.0
AST2					n/a	n/a	3.0
AST3	5.3	5.5			n/a	5.4	3.0
AST4	2.3	2.6	2	4.0	n/a	2.7	3.0
AST5	2.6	4.1	3.2	3.7	n/a	3.4	4.0
AST6	2.3	2		5.0	n/a	3.1	4.0
AST7		2		n/a	n/a	2.0	4.0
AST8		2		n/a	n/a	2.0	4.0
AST9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
AST10 (Senior assistant)	n/a	n/a	n/a	n/a	n/a	n/a	5

⁹² Notification of the Management Board decision, document no. 2012-025 of 28 June 2012.

⁹³ Data for 2021 will be available in January 2022.

⁹⁴ Data for 2021 will be available in January 2022. Therefore, the average has been calculated for the years with the relevant data.

Grades	Average seniority in the grade among reclassified staff					
AST/SC1	n/a	n/a	n/a	n/a	n/a	4
AST/SC2	n/a	n/a	n/a	n/a	n/a	5
AST/SC3	n/a	n/a	n/a	n/a	n/a	5.9
AST/SC4	n/a	n/a	n/a	n/a	n/a	6.7
AST/SC5	n/a	n/a	n/a	n/a	n/a	8.3

Table 15. Reclassification of contract staff

Function Group	Grade	Staff in activity as at 1.01.2020	No of reclassified staff members in 2021	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members in accordance with decision C(2015)9561
CA IV	18	1			n/a
	17	1			between 6 and 10 years
	16	10			between 5 and 7 years
	15	6			between 4 and 6 years
	14	30	5	2	between 3 and 5 years
	13	8			between 3 and 5 years
CA III	11	1			between 6 and 10 years
	10	10			between 5 and 7 years
	9	16			between 4 and 6 years
	8				between 3 and 5 years
CA II	6				between 6 and 10 years
	5				between 5 and 7 years
	4				between 3 and 5 years
CA I	2				between 6 and 10 years
	1				between 3 and 5 years

C. Gender representation

Overall, the Agency is strongly committed to ensuring equal opportunities to all applicants throughout the entire recruitment process, from the composition of selection panels to the number of candidates interviewed, ultimately selecting the best available candidates for each position based on their merits and requirements of the position in question.

The Agency has been working towards achieving gender balance ever since eu-LISA's establishment. The issue of gender parity is prevalent throughout the ICT sector and the Agency has made considerable efforts to increase the number of female applicants, for example, by attending industry fairs and circulating vacancy notices on dedicated forums.

In the last two years, eu-LISA has observed a positive trend in comparison to earlier years. Namely, the percentage of the Agency's female staff increased by 7% in 2019 (reaching 29%, up from 22% in 2018), by 1.3% in 2020 (to 30.3%), and by another 0.4% in 2021 (to 30.7%). The Agency's gender representation (per category of staff) is presented in Table 16.

Table 16. Gender representation per category of staff (as at 31.12.2021)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	n/a	n/a	31	16.1%	20	18.7%	51	17.0%
	Assistant level (AST & AST/SC)	n/a	n/a	18	9.3%	23	21.5%	41	13.7%
	Total	n/a	n/a	49	25.4%	43	40.2%	92	30.7%
Male	Administrator level	n/a	n/a	113	58.5%	44	41.1%	157	52.3%
	Assistant level (AST & AST/SC)	n/a	n/a	31	16.1%	20	18.7%	51	17.0%
	Total	n/a	n/a	144	74.6%	64	59.8%	208	69.3%
GRAND TOTAL		n/a	n/a	193	100%	107	100%	300	100%

Table 17. Gender evolution at the level of middle and senior management (from 2017 to 2021; as at July 2021)

	2017		2021	
	Number	Percentage	Number	Percentage
Female Managers	2	25	2	12.5
Male Managers	6	75	14	87.5

Table 17 shows a decrease in gender balance at the management level due to one female manager leaving the Agency the previous year and being replaced by a male manager.

In 2021, the Agency launched an initiative called **“Women in Leadership Lab” (WILL)** to address the issue of gender balance both at managerial and expert levels. The initiative aims to attract more female applicants to eu-LISA, while also offering dedicated coaching sessions to internal talents. The WILL initiative comprises several activities:

- promoting eu-LISA as an attractive workplace (presentations at schools and universities),
- reviewing and rewording vacancy notices to make them more inclusive and circulating them on dedicated forums for ICT women professionals,
- inspiring and motivating eu-LISA staff with online webinars with the Agency's leadership,
- offering mentoring and career guidance to high-performing female colleagues.

Additionally, the Agency is joining efforts and sharing experience with the other EU agencies and the European Commission on initiatives aiming to improve the gender balance within the EU's public service.

D. Geographical balance

The Agency believes that wide geographical representation among the staff contributes to the diversity of cultures and mutual exchange. In 2021, eu-LISA staff comprises **23 nationalities from EU Member States**. The breakdown of eu-LISA staff by country of origin (per Administrator/CA FG IV and Assistant /CA FG I, II, III) is presented in Table 18.

Table 18. Geographical balance (as at 31.12.2021)

Nationality	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		Total	
	Number	% of total staff in AD and FG category IV	Number	% of total staff in AST SC/AST and FG categories I, II, III	Number	% of total staff
Austria (AT)	0	0.0%	2	0.7%	2	0.7%
Belgium (BE)	6	2.0%	4	1.3%	10	3.3%
Bulgaria (BG)	9	3.0%	1	0.3%	10	3.3%
Croatia (HR)	3	1.0%	0	0.0%	3	1.0%
Cyprus (CY)	0	0.0%	0	0.0%	0	0.0%
Czech Republic (CZ)	2	0.7%	1	0.3%	3	1.0%
Denmark (DK)	0	0.0%	0	0.0%	0	0.0%
Estonia (EE)	7	2.3%	21	7.0%	28	9.3%
Finland (FI)	2	0.7%	1	0.3%	3	1.0%
France (FR)	49	16.3%	14	4.7%	63	21.0%
Germany (DE)	8	2.7%	2	0.7%	10	3.3%
Greece (EL)	32	10.7%	8	2.7%	40	13.3%
Hungary (HU)	5	1.7%	3	1.0%	8	2.7%
Ireland (IE)	2	0.7%	1	0.3%	3	1.0%
Italy (IT)	19	6.3%	4	1.3%	23	7.7%
Latvia (LV)	5	1.7%	3	1.0%	8	2.7%
Lithuania (LT)	4	1.3%	3	1.0%	7	2.3%
Luxembourg (LU)	0	0.0%	0	0.0%	0	0.0%
Malta (MT)	0	0.0%	0	0.0%	0	0.0%
Netherlands (NL)	4	1.3%	1	0.3%	5	1.7%
Poland (PL)	11	3.7%	4	1.3%	15	5.0%
Portugal (PT)	3	1.0%	3	1.0%	6	2.0%
Romania (RO)	24	8.0%	8	2.7%	32	10.7%
Slovakia (SK)	3	1.0%	0	0.0%	3	1.0%
Slovenia (SI)	1	0.3%	1	0.3%	2	0.7%
Spain (ES)	9	3.0%	5	1.7%	14	4.7%
Sweden (SE)	0	0.0%	0	0.0%	0	0.0%
United Kingdom (UK)	0	0.0%	2	0.7%	2	0.7%
TOTAL	208	69%	92	31%	300	100%

Considering that eu-LISA's main locations are in **Tallinn, Estonia and Strasbourg, France**, the high percentage of Estonian and French staff, up to 30% of staff in the respective locations, is not deemed to constitute a significant distortion when it comes to the overall geographical balance.

In comparison to 2020, the number of nationalities represented at eu-LISA increased by one. In its recruitment efforts, the Agency strives to expand the representation of EU Member State nationals among the staff. However, a considerable difference in correction coefficients between the Agency's locations, the short duration of the employment contracts, limitations on teleworking from abroad, and difficulties in relocating during the pandemic, have posed additional challenges to these efforts.

The French constitute the largest nationality group at eu-LISA. This is mainly because the French national authorities transferred part of their IT personnel to the Agency when it was originally established. These people joined eu-LISA through the official competition procedure for highly specialised posts. Over time and together with the overall staff increase in the last two years, the share of French citizens is slowly decreasing as presented in Table 19.

Table 19. Evolution of the most represented nationality in the Agency (from 2017 to 2021)

Most represented nationality	2017		2021	
	Number	%	Number	%
France (FR)	39	25.5%	63	21%

E. Schooling

In accordance with the establishing Regulation, the EU Member States hosting eu-LISA must provide the necessary conditions to ensure the proper functioning of the Agency, including multilingual and European-oriented schooling for the **children of the Agency's staff**, as well as appropriate transport connections.

In 2021, 28 children of eu-LISA staff attended the European School in Tallinn and 93 in Strasbourg. With the Agency's continued growth in terms of staff numbers, the budget for the **contribution towards the European Schools** is also on the rise. For the 2020/2021 school year, eu-LISA put forward almost 1.396.000 EUR, nearly doubling the amount paid in the previous year. It is estimated that for the 2022/2023 school year, the Agency might need to contribute approximately 1.400.000 to cover the schooling costs. In the coming years, the contribution should increase only slightly and then stabilise, provided eu-LISA does not continue to grow.

The educational options available to the children of eu-LISA staff are outlined in the table below. In both locations, there are also other possibilities to obtain 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.

Agreement in place with European Schools	Tallinn	Strasbourg
Contribution agreements signed with the EC on type I European schools	Yes	No
Contribution agreements signed with the EC on type II European schools	Yes	No
Number of service contracts in place with international schools:	No agreements signed	
Description of any other solutions or actions in place:		

In 2014, eu-LISA introduced **nursery allowance** for staff whose children are less than 4 years old and for whom the local European Schools cannot provide any care. The support scheme enables the reimbursement of childcare costs at kindergartens or nurseries with whom eu-LISA has concluded service contracts. This initiative has been positively received, also by incoming staff, and will be continued in the future, especially in Tallinn. As at the end of 2021, nursery services were used by 35 staff members.

Annex VI. Environment Management

The impact of environmental issues on organisational performance is continuously increasing, and over time, the systematic identification and correction of detected shortcomings will lead to better environmental (and overall organisational) performance. The Agency is committed to improving its environmental performance by implementing an internal environmental management system (EMS) based on the principles of the EU's Eco-Management and Audit Scheme (EMAS), and the Commission's European Green Deal Action Plan⁹⁵.

In 2020, the Agency introduced a new key performance indicator (KPI) to measure its environmental performance⁹⁶. The purpose of this metric is to demonstrate eu-LISA's progress in reducing CO₂ emissions to achieve energy savings and comply with the EU 2030 target for the use of renewable energy sources and reducing greenhouse gas emissions. The baseline for the new environmental KPI is the situation recorded in 2020. The environmental KPI is expressed in metric tons of CO₂ per person and it reflects the Agency's carbon footprint.

In addition, the Agency aims to reduce its carbon footprint and waste production, while also cutting down on excess consumption of energy, water, and paper. To that end, eu-LISA will focus on raising staff awareness through systematic internal communication and, where possible, cooperation with the local authorities. Furthermore, eu-LISA will promote the use of renewable energy⁹⁷, while also increasing the energy efficiency of its buildings, in compliance with applicable Union law. What is more, the second building extension planned for the Strasbourg technical site will be carried out in compliance with applicable environmental and energy efficiency standards⁹⁸.

The Agency is working towards an EMAS registration by 2024. To that end, eu-LISA is undertaking the following steps:

- drafting the Agency's environmental policy (estimated delivery in Q4 2022), describing its environmental commitments and specifying its overall intentions and direction in terms of environmental performance;
- performing an environmental review of eu-LISA (estimated delivery in Q1 2023), in accordance with the Commission's Green Public Procurement Good Practice criteria⁹⁹, to analyse the environmental impacts of its activities based on the following six indicators¹⁰⁰: energy efficiency, water use, waste management, biodiversity, air emissions, and green procurement;
- devising the Agency's environmental programme to translate eu-LISA's environmental policy into actionable objectives with measurable indicators that designate responsibilities and identify the means for achieving the defined environmental objectives and targets within defined deadlines (estimated delivery in 2023);
- implementing the Agency's EMS (estimated adoption in 2023) to deliver improved environmental performance. The EMS will provide a systematic approach to planning, monitoring, collecting data, measuring, involving senior management and employees, assessing and improving eu-LISA's environmental performance;
- preparing the environmental report outlining eu-LISA's progress in terms of its environmental objectives, detailing both past actions and measures, as well as setting targets for the future, followed by the initiation of the EMAS registration process (estimated in Q3 2024).

95 European Commission – Priorities 2019–2024 – European Green Deal https://ec.europa.eu/info/strategy/priorities-2019–2024/european-green-deal_en

96 KPI No 15: Environmental indicator — Management Board document 2020-062

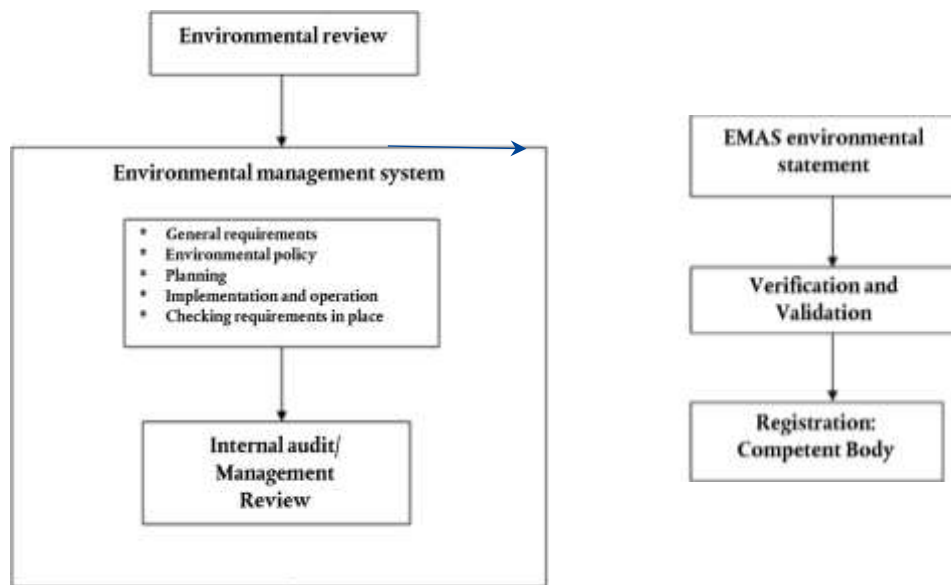
97 Directive (EU) 2018/2001 of the European Parliament and of the Council of 11.12. 2018 on the promotion of the use of energy from renewable sources.

98 Directive (EU) 2018/844 of the European Parliament and of the Council of 30 May 2018 amending Directive 2010/31/EU on the energy performance of buildings and Directive 2012/27/EU on energy efficiency, as incorporated in national law: 2020 Best Practice Guidelines for the EU Code of Conduct on Data Centre Energy Efficiency - ver 11.1.0; upcoming French regulation RE2020 to replace RT2012; upcoming local regulation in Strasbourg/Eurometropole in the frame of the ACE Strategy (Air — Climat — Energie).

99 European Commission – Green Public Procurement Good Practice https://ec.europa.eu/environment/gpp/case_group_en.htm

100 Subject to change after the formal adoption of the Environmental Policy.

Figure 2. General schedule for EMAS implementation



Thereafter, the Agency will deliver annual reports on the performance of its EMS, to be examined and validated by an independent environmental verifier.¹⁰¹ The validated environmental reports will be presented to the Management Board for approval and published on eu-LISA's website to demonstrate the progress made by the Agency in terms of improving its environmental performance.

¹⁰¹ European Commission - Eco-Management and Audit Scheme: https://ec.europa.eu/environment/emas/join_emas/how_does_it_work_step8_en.htm#hdiw

Annex VII. Building Policy

Current building situation

The table below provides an overview of the Agency's current building situation.

Building name and type	Location	Surface area (in m ²)			Rental contract					Host country (grant or support)
		Office space	Non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause	Conditions attached to the breakout clause	
eu-LISA headquarters	Vesilennuki 5, Tallinn, Estonia	1161.4	3235.9	4397.3	-	-	-	-	-	In 2018, Estonia built and transferred eu-LISA's new HQ in a non-exchange transaction
eu-LISA operational centre	18 Rue de la Faisanderie 67100 Strasbourg, France	2155	5687	7842	-	-	-	-	-	France granted entire premises for 1 euro on 29 May 2013
eu-LISA temporary office space	PLATON building, 4 Rue Jean Sapidus, 67400 Illkirch-Grafenstaden, Strasbourg, France	2074.40	-	2074.40	541,107.24	6+3 years	rent	-	-	-
eu-LISA back-up facility	Austrian Central Federal Back-Up Centre in Sankt Johann im Pongau, Austria	223	403	626	591,328		rent	-	-	-
eu-LISA Liaison Office	20 avenue d'Auderghem, 1040 Brussels	98 (four offices on 2 nd floor)	-	98	20,433	until 31/03/2023 (the Agency is examining future options for office space in Brussels)	rent	-	-	-

Building projects submitted to the European Parliament and the Council

Second extension of the Agency's operational site in Strasbourg

Taking into consideration that in the coming years the Agency's pivotal role in the sustainable functioning of the Schengen Area, together with its substantial contribution to the efficient operation of the EU's JHA domain will continue to grow, the second extension of the operational site of in Strasbourg remains a high priority project that will deliver numerous benefits.

Most importantly, it will:

- provide proper working conditions for all staff and contractors working in Strasbourg,
- ensure compliance with applicable environmental and energy efficiency standards,
- make sure that the Agency is able to deploy and manage new systems in an efficient, effective and optimal manner,
- guarantee the capability to secure the requisite uninterrupted availability, confidentiality, integrity and evolution of the systems entrusted to the Agency.

The project scope includes the construction of the second extension building, the electricity building and adequate foundations for the new modular containerised data centre. The data centre will be delivered with priority due to the urgent increase in the demand for computing capacity.

The Agency plans to conclude the detailed design of the extension by the end of 2024 and present the construction project for approval, first to the Management Board and later to the Budgetary Authority, with a view to starting construction at the beginning of 2026. The Agency expects to complete the second extension of its Strasbourg site in 2028.

The following table lists the remaining major milestones in the updated planning of the second extension project from 2023 and onwards. The Agency notes that the revised plans have not yet been submitted to the Budgetary Authority and therefore, at the time of writing, does not have the necessary means to implement the project. However, the Agency might fund part(s) of the project, directly related to computing capacity increase, with revenue collected in accordance with article 46(3)(b) of the eu-LISA Regulation (EU) 2018/1726. Changes in the building project will be covered by new pre-information letter(s) to Budgetary Authority.

Remaining milestones	To be achieved by
Building design tender including the technical designer's contract	Q2 2023
Start of the technical design study	Q2 2023
Detailed design concluded	Q3 2024
Management Board approval of the construction project	Q4 2024
Management Board request to the Budgetary Authority	Q4 2024
Contract signature approved by the Budgetary Authority	Q1 2025
Building construction tender (including the signature of works execution contract)	Q1 2026
Start of execution of works	Q1 2026
Delivery of the electricity building & new data centre	Q1 2027
Delivery of the second extension building	Q1 2028
Acceptance of construction	Q1 2028

Additionally, the estimated budgetary distribution has been updated to:

2022	2023	2024	2025	2026	2027	2028	Total
415 000	506 000	1 130 000	835 000	10 430 000	17 115 000	3 570 000	33 586 000

Temporary solutions for the office space and data centre in Strasbourg

To mitigate the office space capacity issues arising from the second extension construction project in a cost-efficient manner, the Agency has leased premises in close proximity to the operational site to be used as temporary office space.

In addition, the Agency built a temporary modular data centre at the existing technical site as an efficient and cost-effective solution for expanding the existing data centre until the new extension is ready for use. The modular solution is equipped with the requisite infrastructure for independent operation and was delivered ready for service by the contractor. The temporary data centre is in compliance with at least the same security, safety and fire extinction requirements as the current one.

The use of the modular data centre is a temporary solution whose duration will depend on the completion of the second extension project. However, this solution could also be used in the future to facilitate more flexible response during planned and required extensions in the operation of large-scale IT systems.

Both projects fell below the threshold of significant financial implications. Moreover, the temporary solution for the data centre is not a building project. Instead, it is a service, meaning that prior authorisation from the budgetary authority was not required.

Annex VIII. Privileges and Immunities

eu-LISA Statutory Staff Privileges	Protocol of privileges and immunities / diplomatic status	Education / Daycare
<p>eu-LISA's statutory staff in Tallinn, provided they are not permanent residents of Estonia before taking up their appointment in the Agency, will receive reimbursement from the Estonian government in the amount equal to the VAT paid for the purchase of goods in Estonia (limited to a specific list of goods) during the first year as of assuming duties at the Tallinn HQ to facilitate their establishment in Estonia.</p>	<p>Headquarters Agreement between eu-LISA and the Republic of Estonia, Article 12.</p>	<p>An Accredited European School was established in Tallinn in the Autumn of 2013, providing Type II curriculum at nursery and primary- and secondary-level education. The Tallinn European School admits children from the age of four.</p>
<p>eu-LISA's statutory staff in Tallinn and family members forming part of their household are exempt from all compulsory contributions to the Estonian social security scheme insofar as they are covered by the scheme of social security benefits of officials and other servants of the Union.</p>	<p>Agreement on the technical site of the EU 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 itself to finding the best possible solution to educate the children of eu-LISA's staff by offering primary- and secondary-level education tailored to their individual needs and providing the opportunity to obtain internationally recognised qualifications. Additionally, the children of eu-LISA staff are ensured admission to the European School of Strasbourg, which offers a baccalaureate programme, recognised by all EU Members States, in accordance with Article 4 of the Accreditation and Cooperation Agreement concluded between the Board of Governors of the European Schools and the European School of Strasbourg, signed in Brussels on 24 May 2011.</p>
<p>eu-LISA's statutory staff in Strasbourg and family members forming part of their household are 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 that they are covered by the social security scheme of their state of origin, SNEs are also exempt from all compulsory contributions to the French social security scheme.</p>		

Annex IX. Evaluations

IT systems performance evaluations

In 2022, prior to the regular external evaluation planned for 2023, in accordance with Article 39 of the eu-LISA establishing Regulation, the Agency underwent a benchmarking exercise to gain a comprehensive overview of the performance of all JHA information systems under its remit. The results of this benchmarking exercise will serve as additional input for the regular performance evaluation coming up in 2023.

Ex-ante evaluations

The ex-ante evaluation process constitutes a part of eu-LISA's strategy and operational planning cycle. It aims to assess the feasibility of new project proposals and their accompanying opportunities against the Agency's strategic goals and objectives. At the same time, it also serves as quality control by providing, at an early stage, the mechanism to assess data readiness by identifying gaps and inconsistencies, as well as detecting non-compliance with the quality criteria for documentation content.

The application of the ex-ante process stems from eu-LISA's Establishing Regulation, requiring the use of an adequate project management structure to support the efficient development of large-scale IT systems. Additionally, the Agency's Financial Regulation stipulates that all activities and projects requiring significant expenditure are subject to an ex-ante evaluation before their approval and inclusion in the annual work programme.

The primary purpose of the opportunity assessment is to evaluate the relevance and coherence of each project against the Agency's mandate, i.e., its priority status, strategic fit, budget and resource estimates, as well as benefits. It also indicates constraints, risks and procurement requirements, while also examining the Agency's adherence to the project selection and annual planning processes.

To facilitate this type of evaluations, the Agency developed the Ex-Ante Evaluation Policy, Process and Procedure, and a set of criteria for selecting projects for evaluation, including an updated business case template. Taking into consideration that the ex-ante evaluation cycle takes two years, the Agency introduced an optimised two-step approach comprising **initial opportunity assessment**, and **subsequent feasibility assessment** in the following year.

This optimised approach facilitates the ex-ante evaluation process by ensuring that new projects are only evaluated against the available information, while also providing early insights into the project's demand and impact on the Agency's portfolio. This enables determining each project's portfolio dependencies from the start, while also ascertaining appropriate project categories and priorities to guide resource planning.

Table 20. List of 2023 projects In-Scope for the Ex-Ante Opportunity assessment

Reference No	Title of Activity	Size	Strategic Goal
1	Network Capacity planning and Operational Improvements	Medium	1
2	Setup, Execution and Monitoring of the Agency's Workflows	Medium	2
3	SIS Active-Active Development	Large	1
4	ETIAS MID links management tool	Medium	1
5	Implementation of a VDI environment	Medium	1
6	New Intranet & Extranet	Medium	4
7	Enterprise Search	Small	4
8	EOPM replacement implementation	Medium	1

External Evaluations

Pursuant to Art. 39 of the Establishing Regulation, eu-LISA shall undergo regular external performance evaluation every five years. The evaluation shall be conducted by the Commission to evaluate the Agency's performance against its mandate, objectives, locations and tasks. In addition, the Commission will also analyse the way and extent to which eu-LISA contributes to the operational management of large-scale IT systems and the establishment of a coordinated, cost-effective and coherent IT environment for the EU's JHA information systems. Furthermore, that evaluation will also include the assessment of the possible need to modify eu-LISA's mandate and its financial implications. The Agency's next evaluation must be completed by 12 December 2023.

Annex X. Strategy for Organisational Management and Internal Control Systems

Internal Control Framework (ICF)

The Agency's internal control process helps eu-LISA achieve its objectives and sustain its operational and financial performance by supporting sound decision-making and reducing risks to acceptable levels through cost-effective controls.

In this context, eu-LISA's Executive Director is responsible for:

- implementing the Agency's internal control policy and principles, while also establishing the organisational structure and internal control system in accordance with the principles adopted by the Management Board, and
- conducting the annual assessment of the efficiency of eu-LISA's Internal Control Framework.

The ICF complements eu-LISA's Financial Regulation, as well as other applicable rules and regulations, in alignment with the highest international standards. The Agency's ICF principles take guidance from the framework put forward by the European Commission. Overall, the Agency's ICF ensures the achievement of the following objectives:

- effectiveness, efficiency and economy of operations,
- reliability of reporting,
- the safeguarding of assets and information,
- prevention, detection, correction and follow-up in cases of fraud and irregularities,
- adequate management of the risks related to the legality and regularity of underlying transactions.

The ICF comprises the following components: the control environment, risk assessment, control, information, communication, and monitoring activities. All components are interrelated and must be present and functioning at all levels of the organisation and across all stages of business processes (e.g., systems development, operation, etc.) for internal control to be considered effective.

The Agency continually seeks to strengthen its internal control activities, especially in the areas where the need for major improvements has been identified in the course of the monitoring and assessment. During the regular annual assessment, carried out during the first quarter of the year, the data from various data sources is collected and analysed based on defined monitoring criteria, incl. staff survey, the register of exceptions and non-compliance events, internal and external audit reports, and other relevant documentation related to the Agency's business processes. The results of the annual assessment are presented in the Agency's Consolidated Annual Activity Report (CAAR).

Corporate Risks

The Agency's risk management policy was approved in April 2020. Pursuant to the policy, eu-LISA's Corporate Risk Management (CRM) is a central component of the risk framework defined in the policy, focusing on the entire organisation and its objectives, with a streamlined process and a dedicated register, the Corporate Risks and Issues Register. It is also an essential part of corporate governance, as it provides guidance and support to the Agency's senior management for achieving its strategic objectives as outlined in the Agency's annual work programme.

The risks are assessed and confirmed at the corporate level, based on unique and shared classification criteria, in a continuous manner:

- newly-identified items are collected through the Agency’s project portfolio management (PPM) tool and qualified by Heads of Unit/Department before they are submitted to Management Committee for inclusion in the Corporate Risks and Issues Register;
- each risk is assigned a risk owner who is tasked with defining and maintaining corresponding mitigation plans until the risk is closed;
- an item of Corporate Level shall be assigned a Head of Department/Head of Unit as owner. In some specific cases, Management Committee Members can decide to assign a Head of Sector;
- a status report on each risk, together with issues encountered and corresponding mitigation plans, is presented to the Management Committee on a regular basis, based on the review of residual risks and their impact;
- all staff members have access, in Read mode only, to the last update of the Corporate Risks and Issues Register on EPMO’s SharePoint space.

Table 21 presents the most recent list of corporate risks that might affect the Agency’s operational functioning in 2023 and onwards, with assigned risk owners and mitigation plans outlined in Table 22.

Table 21. Most recently confirmed Corporate Risks with possible impact on 2023–2025 objectives

Risk	Title	Description	Risk Owner
Risk 1	The Agency’s capacity and/or ability to check contracts to ensure that it is not charged twice.	Inadequate contract provisions and legal instruments might render eu-LISA unable to track and check, e.g., whether the same contractor’s experts are doubly assigned to two overlapping activities/contracts for the same period (i.e., charging double for one human resource). Double-charging for the same person for the same time period is a red flag for fraud and could indirectly expose eu-LISA to reputational risk.	Programme and Project Delivery Unit (PPU) / Vendor and Contract Management Sector
Risk 2	The Agency’s compliance with service-level agreements (SLA) is complicated because operational level agreements (OLA) are managed in the transversal procurement ecosystem where the coordination of effort for projects and/or systems is negotiated between multiple contractors.	The scale-up of the transversal approach to procurement exposes the Agency to the risk of being unable to exercise adequate control over contractors with regard to SLA compliance in situations where the work, and therefore the underlying responsibility, is split between two or more contractors. In such cases, the contracts usually negotiate and enter into separate OLAs, whereas the Agency may not have sufficient information nor necessary resources for addressing this issue at such a scale.	PPU / Vendor and Contract Management Sector
Risk 3	Challenge to hire resources aligned with the Agency’s needs — there is a risk of not finding the “right fit” aligned with the Agency’s needs in the HR recruitment process.	The increasing number of recruitments in combination with the limited outreach of vacancies increases the risk of losing a significant amount of time and effort by recruiting, hiring and onboarding people who do not meet the requirements. Besides the efforts made by the selection committee and recruitment team, unsuitable recruits take significant time from the manager as well as from other functions in dealing with the unsuccessful probation period with a considerable impact on productivity.	Human Resources Unit (HRU)
Risk 4	Slow cultural transformation	While the organisation has completed the structural change, it requires also a transformation in the way it is working. If the identified need for cultural change does not take place, the risks are that: <ul style="list-style-type: none"> (1) the Agency will not be able to correspond to the growth and entrusted mandate, (2) the structure changed but the same old mindset and way of thinking and working remain, (3) there will be no corporate identity /we’ll miss taking the same direction as one. 	HRU / Learning and Development Sector
Risk 5	Insufficient enforcement of the Agency’s quality management system (QMS).	Despite the initial success with the implementation of the QMS for the Smart Borders Programme, its adoption at the Programme/Project level remains low and thus might not be the expected contributing factor for eu-LISA to promote operational excellence by providing high-quality solutions and services to the Member States, which might prevent it from becoming the key enabling factor for achieving eu-LISA’s strategic objectives.	Executive Director/ EPMO Sector

Risk	Title	Description	Risk Owner
Risk 6	System documentation not kept in a central repository administrated by eu-LISA	<p>Accurate, complete and updated System documentation is not kept in a central repository administered by eu-LISA. This complicates the one-to-many transition from the incumbent MWO (maintenance in working order) contractor to the several contractors of the post-silo contractual landscape.</p> <p>The potential impacts of this risk consist of:</p> <ol style="list-style-type: none"> (1) delays in the preparation of the technical tender specifications (TTS) and award of subsequent contracts, (2) difficulty to neutralise the inherent comparative advantage of the incumbent contractor, (3) reduced control on the incumbent contractor, (4) service interruption for the Member States. 	Product and Standard Unit / Programme and Project Delivery Unit
Risk 7	Geopolitical situation	<p>The Russian war of aggression against Ukraine impacted the geopolitical situation in Europe, increasing the risks to the EU institutions, bodies and agencies. This risk has grown, especially since the European Parliament declared Russia as a state sponsor of terror (i.e., the consequent hybrid response followed the declaration on the same day), and is likely to last for several months. Other threat actors may likely take advantage of this general instability at the international level (e.g., an increase in terrorist activities has already been identified in the past month).</p> <p>The Agency has witnessed an increase in cyber activities in the past months in our corporate systems. These have been identified as part of hybrid threats derived from the geopolitical situation. Considering that the systems under development (EES, ETIAS) will be connected to the internet, the organisation's risk landscape will exponentially grow, amplified by unbalance at the international level. Equally, the Agency needs to consider the physical protection of the Agency sites in Strasbourg and Tallinn because the hybrid threat may also be targeting the IT assets but also people and buildings/premises. Espionage is seen as a particular risk.</p> <p>The impact of a successful attack on eu-LISA's information, people and physical assets may directly affect the security of the EU citizens (e.g., in case of unavailability of IT systems).</p>	Security Unit

Table 22. Most recently confirmed corporate risks and corresponding mitigation plans

Risk	Risk Type	Risk Probability	Risk Impact	Response and Action plan
Risk 1	Threat	High	Very High	<p>Response: Reduce</p> <p>Action Plan</p> <p>The residual risk (i.e., the potentially blind corner of Quoted Time and Means — QTM) could be addressed by opening an “irregularity ticket” with the concerned contractor(s) each time any staff member of the Agency discovers that the very same consultant is simultaneously deployed in more than one activity/project/SC for more than his/her FTE. Reduction of payments should result from any such occurrence (the time of the concerned person is paid only once).</p>
Risk 2	Threat	High	Very High	<p>Response: Reduce</p> <p>Action Plan</p> <p>The organisational structure of the Agency does not appear to be perfectly suitable to handle the risk of inadequately managed operational level agreements (OLA). Once set up, OLAs will need to be maintained and managed by the retained organisation (i.e., in-house). Therefore, adequate resourcing and the establishment of an OLA centre of competence would be ideal to strategically and structurally tackle the residual risk.</p>

Risk	Risk Type	Risk Probability	Risk Impact	Response and Action plan
Risk 3	Threat	High	Very High	<p>Response: Reduce</p> <p>Action Plan</p> <p>Short-term action:</p> <p>Monitoring mechanisms on probation periods put in place by HR.</p> <p>Additional medium and long-term actions:</p> <ol style="list-style-type: none"> (1) employ the sourcing strategy to define activities that can be outsourced and ensure better alignment between requirements and the strategy, (2) update the competency framework and integrate (with professional competencies) into key HR processes (recruitment, workforce planning, performance management, development), (3) perform continuous evaluation of recruitment and HR services.
Risk 4	Threat	Very High	High	<p>Response: Reduce</p> <p>Action Plan</p> <p>The cultural transformation programme has progressed with the completion of the cultural ambition map (describing the 'to-be' situation) and by finalising the survey on the 'as-is' situation. Next, eu-LISA will conduct a gap analysis to formulate an action plan for bridging that gap.</p> <p>However, due to the contractor's underperformance, most of the activities had to be insourced, leading to reprioritising for other projects. Furthermore, the COVID-19 pandemic created additional challenges, making the integration of newcomers more challenging.</p>
Risk 5	Threat	High	Very High	<p>Response: Reduce</p> <p>Action Plan</p> <ol style="list-style-type: none"> (1) Project management methodology: quality management topics have been integrated into the new methodology to be released by EPMO; (2) Capability Maturity Model Integration (CMMI): following the CMMI evaluations, the Agency will focus on preparing a proposal for the establishment of a Quality Assurance function (by the end of 2022); (3) Transversal Engineering Framework (TEF): eu-LISA has defined and will implement a Framework Quality Plan, Service Quality Plans for the Lots and Quality Management Plans for specific projects; (4) Quality Policy: the policy document has been adopted, and eu-LISA is in the process of establishing a Quality Management Board.
Risk 6	Threat	High	Very High	<p>Response: Reduce</p> <p>Action Plan</p> <ol style="list-style-type: none"> (1) to establish the role of Knowledge Management Officer, one per system, (2) to strengthen and calibrate the existing Knowledge Management process in order to properly handle the system documentation that could be used for the drafting of technical tender specifications (TTS) and future calls for tenders.
Risk 7	Threat	High	Very High	<p>Response: Reduce</p> <p>Action plan</p> <ol style="list-style-type: none"> (1) Creation of the Russia-Ukraine Task Force to monitor the evolution of the conflict, (2) increased level of monitoring of the corporate IT and core business systems, (3) creation of the Computer Security Incident Response Team, (4) communicated risk to the Management Board and Commission the necessity to increase the number of staff allocated for Security.

Risk Management at the Project and Programme Level

All projects overseen by eu-LISA are monitored through the Agency's Programme and Project Management (PPM) solution that records each project's risks and issues under the tasks of the responsible Project Manager.

All project risks are discussed by the respective Programme Boards (PB), a key element of eu-LISA's internal project and programme governance, established by the Executive Director's decision of 08 June 2020 and revised with the Executive Director's decision of 30 May 2022. Risks of High Magnitude are displayed in the weekly Project Summary Report (Project Dashboard).

In terms of external reporting, all risks are presented in monthly reports to eu-LISA's four Programme Management Boards, i.e., EES, ETIAS, ECRIS-TCN, and Interoperability.

Anti-Fraud Strategy

The Agency's Anti-Fraud Strategy follows the structure and content suggested by the European Anti-Fraud Office (OLAF) in its guidance for the development of anti-fraud strategies. The basic principles guiding eu-LISA's anti-fraud strategy include ethics, integrity, enhanced transparency, fraud prevention, and close collaboration between internal and external stakeholders and partners. The Agency's staff, the members of the Management Board and Advisory Groups, and all external contractors are required to apply the highest standards of honesty and integrity in performing their duties. The Agency does not tolerate fraud and will report, without delay, any instance of suspected fraud to OLAF, a dedicated EU agency with exclusive competence and legal mandate to investigate all such cases.

The Agency will take action and adopt all measures as appropriate, including termination of employment contracts, against anyone defrauding or attempting to defraud eu-LISA or other EU assets and resources, or otherwise damaging the Agency's reputation. In all such cases, eu-LISA will cooperate fully with OLAF, as well as any other relevant EU authorities and institutions.

The Agency continuously seeks to improve its preventive and detective anti-fraud measures in order to swiftly respond to significant changes affecting its personnel, budget, and operating environment. To that end, the Agency puts considerable effort into:

- reinforcing an anti-fraud culture within the Agency,
- establishing and maintaining a high level of ethics,
- developing intelligence for the purposes of fraud prevention and detection.

Annex XI. Plan for Grant, Contribution or SLAs

This Annex is not applicable to eu-LISA.

Annex XII. Strategy for Cooperation with Third Countries and International Organisations

Framework for Cooperation

The underlying framework for eu-LISA's cooperation with international organisations and other relevant entities or bodies stems from the eu-LISA Establishing Regulation. Where so provided by a Union legal act, eu-LISA may establish working relations with international organisations governed by public international law, as well as other relevant entities or bodies, which are set up by, or on the basis of, an agreement between two or more countries as far as it is necessary for the performance of its tasks. However, all working arrangements of this kind shall be conducted only with authorisation from the Management Board, after having received prior approval from the Commission, to ensure consistency and alignment with the EU's broader strategic objectives in the JHA domain, and also with the EU's external policies.

The general principles guiding eu-LISA's cooperation with international organisations and the establishment of such working arrangements must be in line with the Agency's long-term strategy for 2021–2027 and would therefore aim to:

- facilitate the implementation of the Agency's obligations as stipulated in its Establishing Regulation, in particular the implementation of ETIAS and the interoperability architecture,
- support the EU's priorities in third countries, with a focus on the development of large-scale IT systems,
- promote and expand eu-LISA's role as an emerging centre of excellence through the exchange of knowledge and experiences,
- strengthen the Agency's capabilities to drive innovation and digital transformation.

The Agency's objectives for establishing possible working arrangements with international organisations or other relevant entities will be further elaborated in the revised and updated Stakeholder Management Strategy for the next period, 2023–2027 (as the current strategy will end in 2022).

Cooperation with International Organisations and Third Countries

In building working relationships with international organisations and third countries, the Agency's focus takes guidance from eu-LISA's Establishing Regulation and the EU's legal framework and priorities in the JHA domain. Priority is given to subjects relevant to the effective development and operational management of large-scale IT systems, such as capacity-building initiatives, exchange of expertise and best practices.

The current level of engagement with international organisations and third countries remains limited to the contribution to projects managed by Frontex for the IPA III project with select Western Balkan countries, which might continue upon receiving a mandate from the Commission.

In order to implement the Agency's obligations vis-à-vis ETIAS and the interoperability architecture, a working arrangement may need to be concluded with Interpol in due time, subject to the conclusion of the negotiations on the overarching EU-Interpol agreement as well as the subsequent prior approval from the Commission and the authorisation of the Management Board.

Annex XIII. Additional Staff Requirement

The Agency has identified that several additional staff positions must be filled by 2024 to deliver all planned activities and comply with the new schedule.

The number of such posts was estimated at 34 FTEs and the relevant profiles have been identified. However, as these posts were not reflected in the adopted LFSs, within the conciliation procedure concerning eu-LISA budget 2023, the budgetary authority is going to approve 6 posts for addressing security-related matters as presented in chapter 2.2.3 and in Table 4 in chapter 2.3.2 of the multiannual work programme.

Table 23 groups the profiles of additional posts granted to eu-LISA establishment plan 2023.

Job profile	Contract renewal type	FTE
Security Officer	TA AD 5	3
Senior Security Officer	TA AD 7	3

¹⁰² Subject to inclusion in the adopted establishment plan 2023.

Annex XIV. List of Studies and Impact Assessments related to the SPD 2023–2025

System	Objective	Impact on the activity in SPD 2023–2025
VIS	Impact assessment related to the feasibility of integrating intelligent monitoring into VIS.	VIS intelligent monitoring impact assessment intends to assess the feasibility of integrating intelligent monitoring into VIS. The scope will include the definition of the requirements, availability and readiness to introduce artificial intelligence and machine learning to VIS incident prediction, and the possibility of providing an interface with the ITSM tool for automatic incident and problem management. This impact assessment will support the operational management of the VIS, in particular, eu-LISA's task to ensure that the best available technology, subject to a cost-benefit analysis, is used for the central VIS and the national interface. ¹⁰³
ECRIS-TCN	Impact assessment related to facial recognition for ECRIS-TCN.	ECRIS-TCN facial recognition impact assessment will support the Commission's decision regarding the start of automated facial image recognition in sBMS for the ECRIS-TCN facial image data. The scope will include the assessment of technological developments in the field of facial recognition software, as well as the availability and readiness of that technology, the assessment of facial image data to originate from Member States for future sBMS processing, the definition of achievable and realistic accuracy and data quality targets, impact assessment of the introduction of ECRIS-TCN facial image templates and the recognition functions in sBMS.

¹⁰³ Article 26 (1) of Regulation (EC) No 767/2008 of the European Parliament and of the Council of 9 July 2008 concerning the Visa Information System (VIS) and the exchange of data between Member States on short-stay visas (VIS Regulation), OJ L 218, 13.8.2008, p. 60–81.

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