eu-LISA Strategy

2018-2022

Table of contents:

1   Introduction

1.1   Foreword by Executive Director

For the first time in its history, the European Union has an agency responsible for managing and promoting information and communications technology (ICT) as a key success factor for implementation of the Union's policies in the area of justice, security and freedom. Today, the area of internal security is going through a major transformation, moving from the physical to the virtual world. It is more and more dependent, not on the physical resources available, but on data and information. Moreover, in today's globalised world it is not realistic to expect that a single state will be able to ensure its security alone. Therefore, this transformation can be addressed only through sophisticated, flexible and integrated systems and solutions for law enforcement cooperation and integrated border management at EU level.

In this context, eu-LISA, the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice, is called upon to increase the added value of ICT to the citizens of the EU and through it to facilitate and proactively contribute to the success of the EU's policies in the area of justice and home affairs.

Being a new and young organisation, eu-LISA has the unique opportunity to grow and develop its operations following industry standards and best practices, in order to better fulfil its mission of supporting through technology the Member States (MSs) in their efforts for a safer Europe. At the same time, the Agency needs a long-term strategy, to ensure that it will be able to continuously increase the value added to its stakeholders, aligning the capabilities of technology and the powers of the organisation with their needs.

This document summarises the eu-LISA strategy for 2018–2022, which we believe will enable the Agency to continuously increase the value added to its stakeholders. It lays the foundations and sets the direction for the strategic development of eu-LISA over this period. The strategy takes into consideration the present responsibilities of the Agency and new opportunities for it as well as increased expectations and demands from its stakeholders.

This strategy builds on achievements and developments so far and calls for further development of eu-LISA's core capabilities in regard to operational management and development of the systems under its control, support for the MSs, and technology and business expertise.

The main challenge for eu-LISA in the years 2018-2022 will be that eu-LISA will face and will address a dual strategic challenge of its own. On the one hand, throughout the coming years, until 2022 and beyond, the Agency will have to **stay focused on its core operations** (i.e. operational management and evolution of the systems entrusted to it). On the other, it will have to **continue to increase** its **contribution** to Member States and the EU as a whole, **capitalising** on its **knowledge, experience** and **capabilities** in the area of management of large-scale IT systems and services.

In delivering this strategy, eu-LISA will not be alone. The Agency has already established a close and open relationship with the EU institutions, the Member States and the other Justice and Home Affairs (JHA) agencies, and we consider it vital to continue working in close collaboration with them in order to maximise the added value of results achieved through the years. The hard work of delivering this strategy can succeed only with the involvement of the widest possible coalition. I hope and believe that our achievements so far and plans for the future match that ambition.

1.2   Who we are and what we do

We are the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), a relatively newly established Agency (through Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 (OJ L 286, 01.11.2011, p.1), which entered into force on 21 November 2011, although the Regulation provided that the Agency take up its main responsibilities from 1 December 2012), responsible for the provision and management of large-scale information technology (IT) systems in the fields of asylum, border management and law enforcement.

> ### Our mission
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> The Agency's core mission is to be dedicated to continuously adding value to Member States, supporting through technology their efforts for a safer Europe.

The Agency's sites are geographically dispersed: the headquarters are based in *Tallinn*, Estonia, whilst its operational centre is in *Strasbourg*, France. There is also a business continuity site for the systems under management based at *Sankt Johann im Pongau* in Austria. In 2017, the total number of staff employed at the Agency was 153.

At the time of writing, the Agency is mandated to provide effective operational management of **SIS II** (second-generation Schengen Information System, the largest information system for public security and law enforcement cooperation in Europe), **VIS** (Visa Information System, a system that allows Schengen States to exchange visa data relating to applications for short-stay visas to visit, or to transit through, the Schengen area) and **Eurodac** (a large-scale fingerprint database that assists primarily in the processing of asylum applications) on behalf of its stakeholders: the European public, through Member States and European institutions. It is likely that a number of other systems will be entrusted to the management of the Agency over the term of this strategy (subject to the adoption of the relevant legal bases). In addition, the Agency is also responsible for the communication networks that support the above systems. In terms of networks, eu-LISA is the provider for the communication infrastructure for SIS II,

> ### Our vision
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> • To provide high-quality and efficient services and solutions to its stakeholders.
> • To earn the trust of its stakeholders, continuously aligning the capabilities of technology with the evolving needs of Member States.
> • To grow as a centre of excellence.

Eurodac and VIS (the Trans European Services for Telematics between Administrations new generation (TESTA-ng) network). The Agency is also responsible for VIS Mail 2 and DubliNet, the communication tools for the VIS and Eurodac systems respectively.

In order to fulfil this mandate, the Agency must keep all IT systems under its responsibility functioning 24 hours a day, 7 days a week, to allow the continuous, uninterrupted exchange of data between national authorities using them. eu-LISA is also mandated to ensure that it applies the highest levels of information security and data protection to the information entrusted to it, ensuring that personal information is treated fairly, lawfully and correctly, in full compliance with the relevant data protection principles and legislation and regulations in force.

In the near future, the mandate of eu-LISA may change and the Agency could be made responsible for the development, implementation and operational management of other large-scale IT systems in the Justice and Home Affairs domain, namely the Entry-Exit System, e-CODEX (e-Justice Communication via Online Data Exchange), ECRIS-TCN (European Criminal Records Information System on third country nationals and stateless persons), ETIAS (European Travel Information and Authorisation System), etc., as long as co-legislators adopt the required legal instruments.

Our values

The Agency has a set of core values that drive and underpin operational activities and the strategic development of the organisation:

• **accountability:** deploying a sound governance framework, cost-efficient operations and sound financial management;
• **transparency:** providing regular and open communication with the Agency's key stakeholders and engaging them in a continuous dialogue to define a long-term strategy for the development of the Agency;
• **excellence:** through having the right organisational structure, the right people and the right processes in place, ensuring the 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 at any time with the needs and demands of its stakeholders.

2   Strategy context and driver

2.1   Aims of the Agency in this strategy

The Agency is building its reputation as a reliable and trusted contributor to the implementation of policies in the area of justice, security and freedom. It proactively supports cooperation and information exchange between law enforcement bodies responsible for internal security at EU level, whilst in its operations the Agency respects the fundamental rights of citizens and implements the highest standards of security and data protection. Within the framework of the EU Internal Security Strategy, the Agency also focuses its operational activities on contributing to the furtherance of the agenda for security and free movement of people in and to the Schengen Area, and on assisting in the fight against organised

crime at its external borders. However, as a young organisation it is seeking to ways to improve service delivery and this strategy allows it to outline and help to shape this growth for the next 5 years.

The success of this strategy is fundamentally dependent on the Agency's vision and mission. Given this, all strategic goals and objectives outlined here are in compliance with and seek to reinforce its primary mission to dedicate itself to continuously adding value to the Member States, supporting through technology their efforts for a safer Europe. To achieve this, the Agency will seek to fully implement its vision of providing a cohesive and cost-effective approach to the delivery of systems and services, and by continuously meeting and exceeding stakeholders' expectations through the provision of such high-quality and efficient services and solutions; it will also continue to build trust within its stakeholder community through the continuous alignment of technological capability with the evolving needs of Member States and also by growing as a centre of excellence.

2.2   Environmental analysis

Today, the EU and its Member States face a great opportunity to maximise the added value of IT and systems for the Union. For the first time in its history, the European Union has an agency responsible for professional management of large-scale IT systems and technologies. And the need for it is fundamental. In recent years, the areas of border management, internal security and migration management have been going through a major transformation, moving from the physical to the virtual world and converging rapidly at the same time. They are more and more dependent not only on available physical resources, but on data and information too. Moreover, in today's globalised world it is not realistic to expect that a single EU Member State will be able to ensure its security alone. The ability to respond to continuously increasing terrorist threats and pressure on the external borders of the Union depends on timely, efficient and comprehensive exchange of information between relevant national and EU authorities and agencies. Therefore, this transformation can be addressed only through the provision of sophisticated, flexible and integrated systems and solutions for law enforcement cooperation and integrated border management at EU level.

The political landscape has changed considerably since the Agency started its operations in 2012. Citizens of the EU consider that it no longer satisfactorily responds to many problems that concern them: long-term unemployment, fading solidarity, slow growth, a late shift towards a sustainable economy, security challenges, etc. Developments in recent years have shown that enhanced cooperation and mutual aid can unite and advance people towards a common destiny. It was in this spirit that Europe was built. From the outset, it wanted to follow another path, that of cooperation, solidarity, economic development, democracy, human rights and the rule of law, and to this end it has adopted common institutions. However, this objective is only partly fulfilled. Nowadays, its action is challenged at several levels.

The freedom of movement of people is one of the four freedoms that Europe has implemented with the introduction of the Schengen area. Today, it is also challenged because of the increasing visibility of serious crime (drug trafficking, human trafficking, financial crime, cybercrime, etc.), the terrorism threat and migratory pressure. A growing number of citizens consider that this outcome is because

Europe is too open and exposed to the effects of globalisation. In addition, the economic climate of austerity within most Member States has continued, thus limiting the available resources in Member States and the EU as a whole that are needed to address growing challenges in the Justice and Home Affairs domain.

Therefore, today the internal security and the protection of Europe at its external borders are becoming a crucial challenge. A failure in this area could have dramatic consequences for the future of Europe. Since the Stockholm Programme ended in 2014, a process of realignment of strategic and political priorities towards better coherence, efficiency and cost-effectiveness was initiated in the Justice and Home Affairs domain. There are two major drivers for it.

Firstly, the migratory pressure on the external borders of the EU is continuously growing. They have increasingly been the scene of human tragedies in response to which the EU, together with its Member States, has to take appropriate action. There is a clear need for better management of migration in all its aspects.

Secondly, the EU and its Member States face an increasing number of new and complex security threats. To address them further, synergies and closer cooperation at all levels are required. Many of the threats originated from instability in the EU's immediate neighbourhood as well as evolving forms of radicalisation and terrorism. Threats are becoming more and more international and are increasingly of a cross-border nature. These threats require an effective and coordinated response at the European level.

Recognising these drivers, the European Commission has issued a number of political documents, establishing the new direction and the new priorities for the Justice and Home Affairs domain. Notably, the most important ones are:

- The European Agenda on Security[1], which sets out how the EU could increase its added value in supporting the Member States to ensure internal security. It prioritises terrorism, organised crime and cybercrime as interlinked areas with a strong cross-border dimension, where coordinated action by the EU could make a real difference. The Agenda builds upon achievements in recent years, under the previous EU Internal Security Strategy.
- The European Agenda on Migration[2], which sets out short- and long-term priorities for the EU in the area of migration management, establishing as imperative the immediate protection of those in need.

Priorities set in both documents have resulted in a number of practical initiatives and actions, addressed in different dimensions of security, border and migration management. These priorities are also reflected in eu-LISA's annual and long-term activities. At the same time, there is growing acknowledgment amongst Member States and EU institutions of the crucial importance of large-scale

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[1] COM (2015) 185 final.

[2] COM (2015) 240 final.

IT systems and the need for information exchange within the Justice and Home Affairs domain, especially in the light of new challenges and threats. This is reflected politically in the communication of the European Commission on Stronger and smarter information systems for border management and internal security[3]. The Communication addresses the growing need and demand for integration and synergies between existing and future large-scale IT systems. It initiates a process of structural redesign and improvement of existing data management architecture in the Justice and Home Affairs domain, all in full compliance with fundamental rights. It also sets out a number of actions to improve the functioning, interoperability and overall added value of the existing large-scale IT systems for Member States and EU citizens.

Given the above, eu-LISA and the systems it manages are likely to come under increasing levels of public and political scrutiny in the coming years. The Agency already plays and will continue to play in the future a crucial role in the sustainable functioning of the Schengen Area and in the delivery of political priorities and implementation of relevant policies in the Justice and Home Affairs domain.

In the years to come, the EU will face a dual challenge:
- **To remain an open organisation**, since it is part of a globalised and interconnected world where international mobility is expected to grow further. More and more people will look to Europe as a place to come to visit, to study in, to work in or to seek protection in. In addition, the EU will be faced with the consequences of continuous instability in its immediate neighbourhood, rapid demographic changes and increasingly diverse societies.
- **To stay secure and guarantee the security of its citizens.** Technology has evolved at an extremely fast pace in the last few years, creating new opportunities for economic growth and fundamentally transforming the daily life of people. However, these changes have also increased dramatically the number of new security challenges. Cybercrime cases increase rapidly, terrorism remains an ultimate threat to security, taking advantage of new social media platforms, and cross-border organised crime is taking on new shapes.

To address the challenge, the EU will have to **consolidate** successful policies and their achievements in the JHA domain and **complement** them with relevant new initiatives.
The **ongoing digital transformation** of the Justice and Home Affairs domain will **continue** and even **accelerate** in the coming years. Therefore, the EU should further explore the capabilities of technology to support and contribute to the delivery of priorities in the JHA domain.

The role and importance of eu-LISA for the Member States and the EU as a whole will **continue to grow**. The Agency will be one of the most important contributors to the successful implementation of relevant JHA policies, aimed at strengthening border management and internal security. Therefore, eu-LISA will face and will address a dual strategic challenge of its own. On the one hand, throughout the coming years, until 2020 and beyond, the Agency will have to **stay focused on its core operations** (i.e. operational management and development of the systems entrusted to it). On the other, it will have to **continue** to i**ncrease its contribution to Member States and the EU** as a whole,

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[3] COM (2016) 205 final.

capitalising on its knowledge, experience and capabilities in the area of management of large-scale IT systems and services.

2.3   Implementation principles

The above are clearly all significant challenges. To help it reach these objectives, the Agency will be guided by the strategy's implementation principles. These are:

- The Agency recognises its people as its biggest asset and will constantly look to attract, retain and develop highly qualified professionals, who share the values of the Agency and who are motivated and committed to achieve its mission and objectives.
- The Agency builds its success through an effective and open partnership with Member States and EU institutions, contributing to the achievement of common goals.
- The Agency builds and maintains credibility with its partners in the EU through the successes and professional capabilities of its team.
- The Agency will strive to promote operational excellence providing high-quality services and solutions to Member States that are aligned with their needs and priorities. The highest standards of data protection and security will be embedded in all operations in order to promote mutual trust.
- The Agency will apply principles of good governance and cost-effectiveness to the conduct of its business operations. In addition, the Agency will ensure full compliance with the security and data protection provisions applicable to the systems under its management.

3   Strategy 2018–2022 (baseline: October 2017)

The critical analysis of achievements made by the Agency to date provide a solid foundation for the future growth and development of its operations and its mandate. It should develop further its agility and ability to respond to shifting political priorities in the Justice and Home Affairs domain. At the same time, the Agency should keep its proactive partnership with the Member States, recognising and responding to their changing and evolving needs. Last, but not least, eu-LISA should continue its already established close and constructive cooperation with the European Commission on the basis of mutual respect and learning, providing expertise and contributing to present and future initiatives, as required.

For the 5 years of its existence and after 4 years of implementation of its long-term strategy 2014-2020, eu-LISA has successfully carried out its primary legal obligation related to the operational management of the large-scale IT system entrusted to it. In that period, the Agency not only assured the operation of the systems in accordance with the requirements, but also was able to proactively address the changes arising from developments in the operational environment. Such changes include, but are not limited to, legal changes, socio-political changes or changes in political priorities (such as Eurodac Recast, migration flow or the introduction of the Automated Fingerprint Identification System (AFIS) to SIS II, etc.). The Agency provided the necessary adaptive and corrective maintenance of the systems, and the systems performed as per the service level agreements.

Substantial efforts were made for the further development of the systems, including implementation of hundreds of complex and expensive projects and studies for the technical and functional development of the systems, some of them continuing throughout a couple of years. These projects covered both the systems (Eurodac, VIS/BMS (Biometric Matching System) and SIS II) and the communication infrastructure. The projects spread across a variety of developments, from upgrading transactional throughput to implementation of common shared infrastructure. Security and business continuity activities were also carried out during this 5-year period to provide the necessary protection for the systems, infrastructure, facilities and people. The Agency also undertook a number of steps to implement best IT service management (ITSM)/IT Infrastructure Library (ITIL) practices.

eu-LISA has gained substantial experience and knowledge and has proved to be a reliable provider of operational services for the systems entrusted to it, which has given the co-legislators the confidence to expand the number of systems to be managed by the Agency.

The Agency provides the necessary systems training to the Member States and has received very positive feedback on it. At the same time, as required by its establishing regulation, it researches the developments in the IT area that might have an impact on the Agency's core business, providing its stakeholders with reliable information.

Despite its limited resources, eu-LISA continues to evolve its organisational model to adapt to the increased requirements, including planning and preparation for the implementation of the new systems, depending on the adoption and amendment of the legal base. The Agency has established very good working relations with its Management Board and the Advisory Groups and also with other stakeholders such as the European Commission, the European Parliament and the other agencies in the JHA area. The Agency has created capacity for political analyses to support its core business as well as for planning, reporting, and internal and external communication.

Data protection is considered a priority in eu-LISA. The Agency has also set up sound systems for financial and procurement management, internal audit, internal controls and risk management. Along with these cross-cutting functions, eu-LISA has succeeded in setting up an adequate human resources (HR) management system, including the establishment of learning and development capabilities.

On the other hand, the Agency continues to struggle to maintain its good performance, constantly facing shortages of human resources and facilities, although a number of initiatives to ease the situation have been undertaken.

4   Strategic goals of the Agency

The updated strategic goals for the Agency for the period 2018-2022 and beyond are described below. They reflect the mandate of the Agency and its priorities as defined through dialogue with its stakeholders and taking into consideration the changes in the environment and the Agency's

institutional development needs. The strategy is a dynamic document, meaning that goals and objectives will continue to be regularly monitored and subject to regular reviews and developed over the duration of the strategy in order to meet the demands of the evolving environment and of the Agency's stakeholders.

It is worth mentioning that the period covered by this updated strategy will be very challenging, as during that time there will be a set of high-impact legal initiatives to be implemented. These are the legal changes to the current systems following their evaluation; the proposals for changes in the Agency's establishing regulation; and the legal proposals for the Entry-Exit System, ETIAS and ECRIS-TCN. They will compete for the scarce resources of the organisation.

4.1 Strategic Goal 1: Continue to grow as a contributor to and implementing partner for the relevant policies in the EU

After developing its operational model in order to maintain stable and continuous operations of the systems under its control (currently SIS II, VIS and Eurodac), and ensuring delivery of the tasks related to accomplishing ongoing work and systems' evolution, the Agency will focus further on the efficiency and effectiveness of its operations. Following the outcomes of the work of the high-level expert group, and upon the adoption of the relevant legal instruments, the Agency will seek to establish synergies between the systems, assuring interoperability, data quality, etc.; efficiency will be sought by consolidating the systems infrastructures too. Specific attention will be paid to ensuring that any new system the Agency is entrusted with will be implemented in due time and in the required scope, within the financial boundaries set by the legal proposal. The Agency will further expand its support to the Member States by providing tailor-made training for the users of the new systems. Taking into consideration the current developments in the political and technological areas, and looking into the future, provided that the legal base allows it, eu-LISA will try to transfer from statistics to analytics to better serve its stakeholders' needs.

Last, but not least, eu-LISA will closely support the work of the Commission on new legal proposals such as the Entry-Exit System, ETIAS, ECRIS-TCN and others. The Agency will plan and implement the necessary organisational and contractual measures for the smooth implementation and operation of the new systems entrusted to it.

4.2 Strategic Goal 2: Maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider

The Agency will continue its commitment to being a reliable partner to the users of its services by maintaining its operational excellence. eu-LISA will further strengthen its project and programme management capacity, and it will continuously evolve by using best ITIL/ITSM practices and industry standards. A particular area of development will be the vendor management capabilities of the organisation.

The Agency will establish a set of high-quality ICT services/solutions by upgrading the existing ones and developing new ones, including on-demand services for the Member States. This will also require a review and update of the Agency's operational model.

Having implemented the above, eu-LISA will be able to establish itself as a respected and trustworthy ICT service provider amongst the EU entities.

4.3   Strategic Goal 3: Continue growing as the principal EU ICT hub

In its long-term strategy 2014-2020, the Agency had a strategic goal to grow as the principal EU ICT centre and expertise hub. The Agency is of the view that this goal has been achieved, considering the strong and constructive relationship established with the EU institutions and the Member States as well as the significant expansion of the mandate of the Agency. Bearing in mind present and future developments in the broader operational and political context in the Justice and Home Affairs domain, eu-LISA considers it necessary to maintain its current achievements and attain further ones under the heading of this strategic goal. They would include (but might not be limited to) strengthening and expanding its research and innovation implementation capabilities, including, where possible, partnership with public and private actors, development of state-of-the art enterprise architecture, and strengthening its capabilities to provide advice to its stakeholders on operational and policy matters, within the remit of its mandate.

4.4   Strategic Goal 4: Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework

An important priority for the Agency is to comply with the legal framework in which it operates. eu-LISA will continue to put specific effort into complying with the data protection requirements as well as the financial and the procurement rules, including regular reviews of its internal control system.

The Agency has already established a proper internal processes to address its legal obligations for planning and reporting. However, considering the forthcoming changes in the mandate of the Agency, these capabilities will need to be strengthened and developed further. The total quality management approach will be maintained and developed to support the overall good performance of the organisation.

It should be noted that, since the start of its operations, the Agency has had to balance the continuously growing number of tasks assigned to it and the almost unchanged amount of human resources available for their implementation. In this respect, recruiting, developing and retaining staff with the necessary skills and experience become one of the critical factors for the future success of eu-LISA.

Last, but not least, eu-LISA will continue to assure the transparency of its work to its stakeholders and the general public, maintaining a good image and visibility through outreach activities and through effective external and internal communications.

5   Delivery of strategic goals

In order to provide a structured approach to achieving the strategy's goals as outlined above, a number of strategic objectives and their particular elements have been identified and aligned to each of the strategy's goals in order to better facilitate their implementation and subsequent monitoring. eu-LISA will track the progress of and assess the delivery of these objectives, providing stakeholders with regular information about development, progress and performance.

The programme of development work needed to deliver the strategy is challenging. It will not happen without the full commitment of all Agency staff and all other relevant internal and external interlocutors. Given the importance and scope of the strategy, it is essential that it be appropriately managed. A structured approach, using the appropriate programme, project and other applicable management methodologies, will be employed. As part of this approach, the implementation of the strategy will be monitored through relevant high-level performance indicators already adopted by the Management Board and by regular Management Board reviews. Furthermore, the Agency will align its programming documents with the strategy on an annual basis to assure proper implementation, follow-up and review.

The tables below show the objectives linked to the strategic goals outlined above and their elements.

5.1 Objectives and their elements under Strategic Goal 1

Strategic goal	Strategic objective	Element of the strategic objective
Strategic Goal 1: Continue to grow as a contributor to and implementing partner for the relevant policies in the EU	Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	Effectively and efficiently manage all systems entrusted to the Agency
		Timely, effective & efficient evolution of all systems entrusted to the Agency
		Consolidate and optimise the large-scale IT systems' infrastructure
	Continuously increase the added value of systems, data and technology to the stakeholders	Move from ex-post data analysis (statistics) to analytics
		Develop and implement new/additional systems, if so provided by relevant legislative instruments
		Increase the visibility of the Agency's corporate and systems performance to all stakeholders
		Deliver appropriate systems training for Member States and other relevant stakeholders
	Strengthen information security capabilities related to the systems entrusted to the Agency	Improve, test and refine Agency's Business Continuity Management and Disaster Recovery procedures
		Strengthen and evolve the Agency's IT and cyber security framework for its systems and communication networks

5.2 Objectives and their elements under Strategic Goal 2

Strategic goal	Strategic objective	Element of the strategic objective
Strategic Goal 2: Maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	Accomplish implementation of sourcing strategy that offers required agility to provide cost-effective ICT solutions and services
		Continuously improve vendor management processes, tools, reporting and capabilities within the Agency
		Monitor the efficiency of the Agency's operations and continuously seek the optimising of the Total Cost of Ownership

		Evolve the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL)
		Systematically implement adopted project management standards, processes and practices
	Provide ICT services and expertise to other agencies in support of the Common Approach	Develop and implement appropriate service portfolio
		Adapt the Agency's standard service model accordingly
		Share best practices and services with other agencies, with particular focus on the area of ICT
		Provide new and improve existing services and solutions to meet stakeholders' requirements
		Develop and implement an industry-standard set of IT services

5.3 Objectives and their elements under Strategic Goal 3

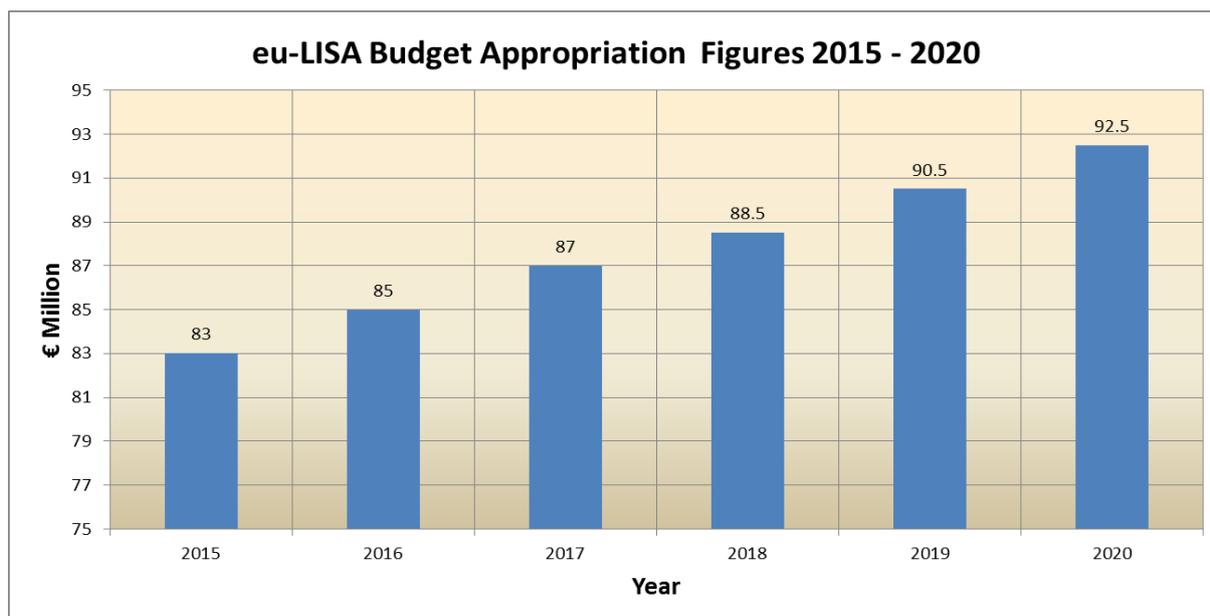|		Follow the developments in research and innovation
Strategic Goal 3: Continue growing as the principal EU ICT hub	Identify new solutions to facilitate optimisation of business processes	Further research monitoring and engagement tools to enable rapid integration of relevant aspects of research into Agency's business processes
		Enlarge the business knowledge available in the Agency
	Be a trusted advisor and a technical enabler to the stakeholders on matters within the mandate of the Agency	Seek synergies with other private and public sector ICT actors in support of research and innovation exchange
		Provide advice to stakeholders about matters relating to the mandate and activities of the Agency
		Evolve and maintain relations with relevant stakeholders
	Explore and implement interoperability architecture and its effects on the National Systems and CS, and the operational model of the Agency	Establish enterprise architecture capabilities in the Agency
		Develop a consistent enterprise architecture model for the JHA domain and related areas

5.4   *Objectives and their elements under Strategic Goal 4*

Strategic Goal 4: Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	Ensure systematic compliance with the EU regulatory framework and general governance requirements	Comply fully and on time with all statutory reporting obligations
		Continuously develop and strengthen the Agency's budgetary, financial and procurement management, procedures and practices in line with relevant legal acts and the principles of performance management
		Continuously monitor and regularly review and update the internal control framework
		Ensure systematic compliance with data protection and security requirements
	Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	Maintain and operate a sound and adaptive governance framework including processes and procedures following industry best practices and standards
		Identify key capabilities and processes that need adjustment and implement changes necessary to improve performance in a systematic and measurable way
		Implement and manage the Agency's quality management system
		Systematically assess alignment between existing or new business objectives and allocation of resources and capabilities to deliver them
	Continue to be an attractive employer, retain and continuously develop staff	Ensure adequate working conditions for all staff
		Identify, attract, develop and retain talented employees and ensure their professional development
		Design and implement a knowledge management framework
		Develop the HR function towards business partnership in order to better support the staff needs and objectives of the organisation
	Develop and maintain a positive image towards its internal and external stakeholders	Promote and maintain a positive image of the Agency through outreach activities and effective external and internal communications

		Maintain the visibility and credibility of the Agency's work and contribution to the EU amongst external stakeholders

6   Delivery of strategic goals: available funding and resources[4]

To give some budgetary context to the Agency's goals and objectives over the term of the strategy, below are the revised Commission Mid-Term Financial Framework (MFF) forecasts for the budget commitment appropriations for the Agency to 2020[5]. To maintain its currently mandated activities at their present level, the Agency's budget is projected to rise from EUR 83 million to EUR 92.5 million in 2020.

eu-LISA Budget Appropriation Figures 2015 - 2020

Year	€ Million
2015	83
2016	85
2017	87
2018	88.5
2019	90.5
2020	92.5

Successful outcomes of course depend on much more than the provision of adequate funding. Maintaining and augmenting the Agency's human capital to deliver such tasks as may be allocated to it is also of critical importance, and the delivery of all goals and objectives throughout the term of the strategy is predicated on maintaining the appropriate resource levels to meet demand.

It must also be noted that, if the Agency is given responsibility for additional systems during the course of the strategy, then the above appropriation figures are likely to be amended further.

7   Critical success factors

There are a number of factors that might influence the future development of eu-LISA, especially considering the long-term nature of developments under consideration in this document. Nevertheless, some of the most important success factors for the Agency will be:

- maintaining the credibility of eu-LISA vis-à-vis its stakeholders;

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[4] A new MFF is in preparation. As soon as it is adopted, this section of the strategy will be amended.

[5] MFF figures reflect budgets for the activities of the Agency as of January 2014 and are subject to revision in the annual budgetary planning process.

- maintaining constructive dialogue with the Member States and being responsive to their needs;
- close and constructive collaboration with EU institutions and maintaining the ability to act in an agile way to address shifts in political priorities and operational demands;
- continuing efforts to ensure regulatory compliance at all times through its internal control system and standards;
- establishing a culture of continuous improvement of internal control standards and processes;
- achieving buy-in to the Agency's long-term strategy and operational priorities from all parts of the organisation through participation and contribution;
- maintaining strong internal and external communication, and coherent stakeholder relationship management;
- enabling employees of the Agency to perform their duties efficiently through the deployment of the necessary corporate systems and tools;
- having access to adequate financial and human resources for change programmes to enable the Agency to take up any new responsibilities that it acquires;
- optimal utilisation of capabilities in all locations of the Agency and development of capabilities for multi-site operations.

8   *Major risks*

This document sets the direction for eu-LISA's long-term journey. On its way, the Agency will have to face and manage a number of risks, both internal and external. It is hardly possible to make an exhaustive snapshot of all of them at any given time. This is why eu-LISA runs annual risk identification and prioritisation exercises. At the same time, it is clear that the complexity of the operations and projects run by the Agency in the future will constantly grow, imposing more and broader risks on the organisation. In this respect, some of the major risks that the Agency might face in the future are the following:

- eu-LISA would not realise its full potential and added value should the revised establishing regulation set too restrictive a framework for its activities.
- eu-LISA would not be able to meet the expectations of its stakeholders and not deliver all tasks assigned to it should adequate human resources not be made available to the Agency.
- The turnover of staff could continue to increase, thus affecting the ability of eu-LISA to perform its tasks, should the Agency not be reinforced with sufficient human resources.
- eu-LISA could have difficulty in performing all new tasks if further extension of the operational site in Strasbourg were not considered alongside utilisation of the capacity and capabilities of the headquarters in Tallinn.
- eu-LISA might not be able to provide an optimal solution for business continuity and disaster recovery of the systems entrusted to it should an additional backup facility not be considered close to the operational site in Strasbourg.