eu-LISA Annual Work Programme

2015

Table of Contents

1. Overview

1.1 Executive Summary

The Annual Work Programme of European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA) will provide an overview of objectives and activities to be carried out by the Agency in 2015. Its aim is to outline in detail its current strategic goals and associated operational and annual objectives and outcomes. This document will also provide a basis for the Agency's budgetary planning[1].

The European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice was established by virtue of 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) (Establishing Regulation") which entered into force on 21 November 2011. The Regulation provided for the Agency to take up its responsibilities from 1 December 2012.

The core task of the Agency in 2015 will be to continue to add value to Member States[2] (MS) and other stakeholders and partners through the provision of stable and cost-effective operational management of systems entrusted to it (at the time of writing this is VIS/BMS, SIS II and Eurodac), supporting through technology their efforts for a safer Europe. It will also continue to prepare for the integration of any further systems (subject to the formal adoption of the relevant legal bases) and assist MS with their technical preparations for integration into its existing systems.

In addition to the above, in terms of internal challenges, the efficient allocation of available resources, both human, infrastructure and organisational, will remain a priority in 2015. As a young organisation, the Agency will continue to make significant progress in the development of efficient internal operational and governance models during 2015, building its capabilities in all areas in order to develop and implement new large-scale information systems in the relevant policy fields where mandated to do so. The complex framework of IT systems managed by the Agency, both in terms of the number of systems under management, stakeholders and the complex internal corporate governance arrangements (whereby certain Member States will not be able to vote in the Management Board as regards certain systems), require effective and flexible operational and management oversight structures. The Agency must continue therefore to consolidate its organisation and teams and demonstrate its ability to deliver the requirements of stakeholders, whilst not losing sight of the over-reaching European policy and priorities in its area of operations.

The Agency's stakeholders continue to expect the highest standards in terms of incorporation of their requirements and delivery of systems' potential. However, they also require the maximum amount of flexibility within any solution offered, in order to be able to better react to evolving policy or legislative changes concerning technological developments, security standards and increasing safeguards for data protection. As such, another key challenge for the Agency will be to demonstrate the requisite level of flexibility for developing and adapting the systems under its responsibility, whilst remaining cost effective and minimising the impact such changes may have on agreed delivery and timescales.

---

[1] *The projections related to financial and staff resources in this document are subject to the adoption of the Draft Budget 2015 and of the Multiannual Financial Framework 2014-2020 (adopted 1/10/2013) by the Budgetary Authority.*

[2] *Under the term "Member States" the current document refers to the Member States and Associated Countries which are bound under Union law by the legislative instruments governing the development, establishment, operation and use of all large-scale IT systems managed by the Agency.*

There remain however a significant number of issues to be addressed. External events and the prevailing macro policy landscape have shifted considerably since the Agency was established in 2011, as have the organisational challenges facing the Agency. The continuing climate of austerity within most Member States will continue to have an impact on national budgets but migratory flows, both within the EU and toward the EU from third countries, are expected to continue their upward trend during 2015. It must be noted that in 2014 eu-LISA had to re-distribute available budget due to centrally imposed cuts, which had an effect on initial planning for 2014 as well as for activities for 2015. In 2014 priority was given to activities to further address the required changes stemming from legal basis (i.e. Eurodac recast and planned system evolutions) and to introduce phased-in approach to deliver reconstruction of technical site in Strasbourg. Moreover it was decided to focus on delivering current tasks diverting from taking up new tasks. For 2015 the reduction in budget has also necessitated a re-prioritisation of projects (details outlined in REF5 of Annex B).

Within this challenging policy and geopolitical landscape the importance of the systems managed by the Agency continues to grow for national authorities and other stakeholders, as reliance on technology to provide cost-effective and efficient support in border management, asylum and law enforcement across Europe is increasing. Given the above, the Agency and the systems it manages are likely to come under increasing levels of public and political scrutiny during the course of 2015 and beyond. One of the key challenges for the Agency therefore is to continue to demonstrate to all stakeholders and to wider society that it can and does provide security, efficiency and value-for-money.

1.2 Mission, Vision and Values

Reflecting the Agency's mandate, established 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), , its core mission is to undertake to continuously add value to the Member States, supporting through technology their efforts for a safer Europe.

The application of the Agency's above mission will allow it to achieve its overall vision, which is:
- To provide high quality and efficient services and solutions;
- Build trust amongst all stakeholders, continuously align capabilities of technology with the evolving needs of the Member States;
- Grow as a centre of excellence.

As such, the Agency strives to support and facilitate European policies in the area of justice, security and freedom. It pro-actively supports information exchange between relevant EU law enforcement bodies. In its operations the Agency respects and upholds the fundamental rights of citizens and the highest standards of security and data protection. Within the framework of the EU Internal Security Strategy, the Agency focuses its operational activities on contributing to security and facilitating the free movement of people within and to the Schengen Area.

The success of the Agency is based on its core values that continue to drive operational activities and strategic development of the organisation. These values are:
- Accountability: developing and deploying sound governance frameworks, cost-efficient operations and sound financial management
- Transparency: providing regular and open communication to the Agency's key stakeholders and engaging them in a continuous dialogue to review and evolve the 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 to ensure 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: empowering each individual team member to make the best use of his knowledge and experience, contributing to the common success
- Customer focus: ensuring that the Agency is aligned at any time with the needs and demand of its stakeholders

These values are reflected into the guiding implementation principles for the present Work Programme. The principles are:

- The Agency recognises people as its biggest asset and constantly looks 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 effective and open partnership with the Member States and the EU institutions, contributing to achievement of common goals
- The Agency builds and maintains credibility with its partners in the EU through success and the professional capabilities of its team
- The Agency will strive to promote operational excellence providing high quality services and solutions to the Member States that are aligned with their needs and priorities. The highest standards of data protection and security will be embedded in all the Agency's operations.
- The Agency will apply principles of good governance and cost-effectiveness to conduct 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.

1.3 Policy Context and Outlook

The continuing shift toward the integration of ICT functionality into all aspects of European public life is likely to mean the growing use of appropriate ICT infrastructures and tools in the field of JHA and elsewhere. As the Stockholm Programme concludes in 2014, there is likely to be an element of strategic re-orientation toward coherence, simplification and cost-effectiveness in the areas of Justice and Home Affairs. This is likely to have an impact on the ICT required to implement the post-Stockholm JHA policy agenda. Given the increased emphasis placed on interoperability and efficiency, the Agency can expect a post-Stockholm policy environment where it plays an even greater role in supporting its stakeholders (member states and institutions) in delivering the benefits of such interoperability, as eu-LISA will continue to ensure that the systems it manages are continuously available, fully usable and operating at the required capacity.

1.4 Business Critical Risks and Mitigations

As an essential element of its overall governance framework, the Agency has developed and implemented an organisation-wide risk management process. It aims to identify, assess and manage risks at organisational level as well as to define a detailed response strategy for each of them. The Agency's risk process is integrated into the annual planning and reporting cycle, in conformity with Internal Control Standard (ICS) № 6 of the Commission.

To provide effective oversight to this process, a Corporate Risk Management Committee (CRMC) has been formally set up. This committee includes representatives of key business areas involved in risk management at the Agency. Its main function is to assess and manage risks on corporate level as well as to maintain awareness of effective risk management across eu-LISA.

The organisation's risk register contains identified risks and appropriate risk responses. It also defines the ownership for each risk within the Agency. Action plans are then defined that outline relevant mitigation measures to be undertaken in each case.

A risk is considered as "major" and reported in the Work Programme and Activity Report if it can:

- jeopardise the achievement of strategic goals or effective implementation of the mandate of the Agency;
- cause serious damage to the Agency's stakeholders or partners (Commission, Member States, companies, citizens, etc.);
- result in critical intervention at political level (e.g. Council/Parliament) regarding the Agency's performance;
- result in the infringement of laws and regulations;
- result in material and/or financial loss;
- jeopardises the safety of the Agency's staff ; or
- in any way seriously damage the Agency's image and reputation.

Annex C to this report outlines such identified major risks (a separate risk management plan will address all identified risk across the organisation). Some of these major risks are:

- Insufficient staff due to assignment of additional tasks to the Agency
- High turnover of Agency staff
- Frequent changes in priorities and service demand through the year
- Budget 2015 significantly deviates from the forecast
- Delay in construction works in Strasbourg
- Implementation of business objectives suffer due to less effective communication between Headquarters and operational site as to the geographical distribution of the Agency

2. Strategic Goals and Operational Objectives

2.1 Strategic Goals For 2015

2.1.1 Strategic Goal 1: Grow as a contributor to & facilitator of freedom, security & justice policies in Europe:

Within the context of the Work Programme 2015, progress toward this strategic deliverable will entail developing the Agency's operational and governance models in order to continue to maintain the delivery of continuous operation of the systems under its management and ensure their on-going evolution in accordance with the requirements of its stakeholders and partners. In 2015, in addition to supporting MS through the full lifecycle of systems under its management (at the time of writing this is SIS II, VIS and Eurodac), it is likely that the Agency will also be involved in the preparation and be entrusted the development of a pilot project for the Entry/Exit and the Registered Traveller Programme systems as part of the Smart Borders initiative.

2.1.2 Strategic Goal 2: Become an acknowledged ICT centre of excellence and service provider:

During the course of the year, the Agency shall aim to continue to implement comprehensive governance and operational frameworks based on industry standards. It will also ensure efficient and cost-effective systems management through the continuous monitoring and evolution of operational processes in line with best practice, seeking opportunities to optimise and improve the Total Cost of Ownership of the existing systems and further building its capacities, resources and skills that will create a long-term competitive advantage for the Agency and its stakeholders.

2.1.3 Strategic Goal 3: Grow as the principle EU ICT technology centre and hub of expertise:

The Agency shall further develop internal and external partnerships with MS, institutions, relevant EU agencies and other stakeholders and partners in order to create and develop synergies and economies of scale in the area of ICT. For 2015, this is likely to mean and deepening and strengthening of partnerships with other agencies in the relevant policy areas on the basis of continuing to sign memoranda of understanding and cooperation in areas of joint interest. The Agency will seek to exchange ICT experience and knowledge with identified partners, contributing to deployment of common systems and technology platforms and providing services as per the relevant legal instruments in force.

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

During the course of the year, the Agency will continue to focus its efforts on the professional and career development of its staff. At the same time it will seek to empower staff and to build an organisation based on the Agency's mission, vision and values. The eu-LISA strategy document 2014-2020 will continue to provide the strategic direction for this process, aligning the capabilities of the organisation's technology and the extensive competencies of its human capital to provide added value.

2.2 Operational Objectives and Activities for 2015

There is a clear requirement for the Agency to link its above strategic intent directly to its day-to-day operations. The Agency's operational activities are strategically important simply because it is the daily actions of its operations, when considered in their totality, which constitute eu-LISA's long-term strategic direction. As such, outlined below are 2015's operational goals that will provide the building blocks for the Agency's strategic evolution.

2.2.1 Operational Objectives under Strategic Goal 1:

"Continue to grow as a contributor to and facilitator of freedom, security and justice policies in Europe"

2.2.1.1 Operational Management of the Systems:

In 2015 the Agency will continue to be responsible for the operational management of VIS/BMS, SIS II and Eurodac as well as communications networks such as SIRENE Mail, VISION, Dublinet and VIS Mail 2. Its responsibilities will continue to include all tasks necessary to keep the systems functioning 24 hours a day, seven days a week, in accordance with their legal framework and the Establishing Regulation of the Agency.

During the course of 2015, the Agency will continue to provide 24/7 application management and system management services for all systems. It will also continue to provide round-the-clock network management services and supervision of the communication infrastructure.

The Agency will manage the underlying infrastructure for all systems at the operational site and back-up site and provide continuous monitoring of infrastructure, services and systems to optimise and improve the total cost of ownership of the systems. Furthermore, eu-LISA will continue fine-tuning its internal processes to maintain effective and secure operations.

The Agency will continue to operate a unified service model for all systems as one of the main drivers for cost-efficiency and continuity of its operations. In order to evolve its operational model in line with international best practice, the Agency will continue with implementation of its Service model based on the Information Technology Infrastructure Library / Information Technology Service Management (ITIL/ITSM) implementation roadmap designed in 2013.

The Agency will strive to improve overall availability, reliability and performance of the systems that it manages and increase overall end-user satisfaction through, inter alia, the homogenisation of the data centre environment, a reduction in procedural and operational complexity and by further streamlining its operational management. It is hoped that this continuous improvement exercise will result in the following in 2015:

- a holistic view of operations across all the Agency's data centre environments in order to continue to deliver reliable services;
- processes to be simplified and automated to the extent possible combined with centralised management where appropriate to increase operational efficiency; and
- flexible and agile IT capabilities to match its IT capacity with business demands.

In the course of 2015 eu-LISA will also provide all necessary assistance to Member States such as Cyprus, Ireland and Croatia, in order for them to achieve technical readiness for integrating their national systems into SIS II, VIS or Eurodac. The actual integration will only go ahead once all outstanding political issues are resolved and the respective decision of the Council is adopted.

In compliance with the relevant legal requirements the Agency will continue to maintain a complete separation of individual system's data in order to maintain the highest level of security, data protection and reliability.

2.2.1.2 Evolution of the Systems:

eu-LISA will continue to evolve the systems under its management, in accordance with legal requirements and Member States operational needs, in order to further enhance their capabilities. Further, the Agency will continuously monitor systems' performance and service-levels provided. It will also continue to enhance existing services and to align systems with business needs based on the established roadmap for each system.

The Agency will continue to review the current architecture of all the systems in order to continuously improve

economies of scale and efficiencies. As such, current infrastructure will be updated and services evolved as and when appropriate.

The Agency, in conjunction with Member States, will finalise the rollout of VIS and VIS Mail Phase 2[3] (any delay will have impact on the phasing out of VISION and the entry into operations of VIS Mail 2). eu-LISA will also continue the VIS and BMS capacity assessment and forecast exercise, in order to better align the systems with business needs. Other projects like VIS playground, VIS evolutions and VIS Dynamic allocation and VIS interface evolutions of new users will be implemented as well as reporting and statistics will be improved.

The Agency will continue the implementation of the changes in the Eurodac system as set out in the recast Regulation adopted in 2013 with a view to full implementation by July 2015. Planned activities to ensure successful implementation of the Recast regulation include the completion of the migration of the system to Strasbourg and integration into the service model of the Agency following the activities for the successful relocation of Eurodac, creating new Eurodac sites in Strasbourg and Austria as clones of the existing system and undertaking procurements of relevant new hardware and COTS software.

The SIS II Roadmap will continue to be revised and implemented in 2015, taking into account the requirements of the SIRENE community as well as the relevant legal bases, to ensure the appropriate level of system evolution. The Agency may also be required to introduce biometric capabilities and other functional and technical changes to SISII depending on the negotiations and adoption of respective legal instruments. The Data Consistency Checks (DCC) and quality checks for countries with a national copy will continue to be closely monitored in cooperation with Member States.

2.2.1.3 Network and communication infrastructure:

The Agency will continue to be responsible for the supervision, security and coordination of relations between the Member States and the relevant network service provider for the communication infrastructure for Eurodac, VIS and SIS II. The Agency shares the responsibility for the management of the communication infrastructure with the Commission. The Commission is responsible for all other tasks relating to communications infrastructure, in particular the tasks relating to the implementation of the budget, acquisition, renewal and contractual matters. The Commission will retain responsibility for the adoption of relevant security measures and the security plan for the communication infrastructure for SIS II, in accordance with Article 16(1) of the SIS II Regulation. The responsibilities of the Agency and the Commission with regard to the network and communications infrastructure for the systems under management have been outlined in more detail in a Memorandum of Understanding (MoU).

The framework contract for provision of a new network has been delayed. Negotiations between DG Home and the service provider T-systems are still ongoing at the time of writing and there now are contingencies in place to extend s-Testa contracts beyond September 2014 (the original contract termination date for s-Testa) to provide service continuity. As a result, the lion's share of the activity to migrate the systems and communications infrastructure to the Testa-NG network is now provisionally scheduled to take place from late 2015/early 2016, although detailed planning is still dependant on the final date of contract signature, which at the time of writing is estimated to be 1 November 2014.

---

[3] *There is no legal provision on the exact duration of the VIS Regional Rollout, as this depends on the Member States and the speed at which they deploy the system. It must therefore be understood that the Decision according to Art. 46 of the VIS Regulation will only be taken when the regional rollout is finished and not necessarily exactly 22 months after the go-live of VIS.*

In accordance with the Agency's Establishing Regulation, tasks relating to the operational management of the communication infrastructure can be entrusted to third party private sector providers or other bodies in accordance with Regulation (EC, EURATOM) No 1605/2002. In 2015 as in the previous years of the Agency's operation, the network provider continues to be bound by the security measures laid down in the basic instruments for each system and shall have no access to SIS II, VIS or Eurodac operational data. The Agency will continue to ensure that these contractual provisions are respected.

2.2.1.4 Development and Implementation of New Systems:

The Agency may also be made responsible for the preparation, development, implementation and operational management of other large-scale information systems in the area of freedom, security and justice, if so provided by relevant legislative instruments. The activities of the Agency in 2015 in this respect will primarily depend on the negotiations and adoption of respective legal instruments following the Commission proposal from 2013 on the Smart Borders Package, including the proposals for the Entry-Exit System (EES) and the Registered Traveller Programme (RTP). Subject to the adoption of the legal bases, it is possible that the Agency may be asked to start developing these systems from end of 2015. By then eu-LISA should have prepared the assessment of the specific infrastructure, staffing and organisational requirements for standing-up and managing these systems as well as having completed the initial planning for their implementation. The Agency's establishment plan, in addition to all other required resources, would also need to be augmented to reflect this new requirement.

The Agency must always remain prepared to take responsibility for the operational management of other systems (depending on the relevant adoption of new legal instruments) or make substantive changes to existing systems under management. As such, it will aim to anticipate the general resource and technical implications of any additional IT systems that it may be required to develop or take on board. It must also be prepared to provide impartial technical advice regarding its ability to support respective existing and new legal instruments. The Agency will also ensure that there is enough flexibility in its internal organisation to take steps to take over the management of new systems as soon as possible after the relevant legal bases are adopted. However, clearly this will need to be within the capacity of the Agency's human and budgetary resources.

2.2.1.5 Security and Data Protection:

The central systems of Eurodac, VIS and SIS II comply strictly with the requirements of the respective regulations in terms of data protection and with international best practices in terms of information security. Both a System Security Officer and a Local Security Officer have been formally appointed to ensure the operational effectiveness of the security controls and the continual improvement of the security strategy. The CUs are also protected with strong physical controls. Moreover, in case of contingency, operations can be switched to the Backup site in Austria where a permanent personnel presence is ensured. All persons having logical or physical access to the production systems (Central or Backup sites) have a valid security clearance at EU Secret level.

In terms of information security, operational and administrative access to the Central and Backup systems is managed following the segregation of duties and the least required privileges principles. All activities are strictly controlled, monitored and logged. Any communication between systems and towards Member States is encrypted and network controls with several layers of firewalls and integrity checks are in place.

The Agency's continuing focus in 2015 will be to strengthen and evolve security frameworks and procedures for the organisation itself, the systems under its management and their concomitant communications networks. In order to provide assurance that the appropriate security controls for the IT systems managed by the Agency have been properly implemented and adequately address applicable security risks, the Agency will

put in place arrangements and processes to ensure that its systems and networks are subject to baseline security control requirements, formal risk management and security approval and continuous monitoring and management of the residual risks. (see Annex A, REFs 17 – 20 for details).

A resilient business continuity plan that will enable the Agency to continue to operate in the event of disruption has also been created. The Agency will continue the implementation of such business continuity management strategy through the Business Continuity Management System in accordance with ISO22301, ISO27031 and other relevant standards and ensure that the business continuity and disaster recovery plans are implemented, tested and maintained.

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

Additionally, as a core element of its information security management framework, the Agency will continue with the implementation of an Information Security Management System in compliance with the relevant ISMS standards. The Agency also aims to develop and implement the Security Policy Framework including associated security standards and procedures.

The Agency will also maintain and improve the personnel security risk management scheme to identify, manage and assure the security risks involving internal and external personnel.

In order to ensure that risks are properly identified and managed, the Agency will also work towards maintaining a comprehensive and current view of the overall organisational security risk profile and fully integrating the process and culture of security risk management in all core business processes. The Agency will also continue to maintain and improve the high level of physical security around current and future facilities of the Agency and implement a flexible and dynamic physical security zoning model to enable changing business needs.

2.2.1.6 Reporting and Statistics:

The Agency will continue to comply with all management and statutory reporting requirements (as foreseen in the legal bases for the systems under management and outlined in the Establishing Regulation). It will continue to report to the European Parliament, the Council and the Commission on the technical functioning and system security of VIS, SIS II and Eurodac and will provide similar reports for all other systems subsequent placed under its management, subsequent to the adoption of the required legal bases.

Specifically, the Agency will provide the following reports for systems under management in 2015:

- Report on the technical functioning of the VIS, including the security thereof, pursuant to Article 50(3) of the VIS Regulation.

- Report on the technical functioning of the VIS pursuant to Article 17(3) of VIS Decision

- Eurodac: the 2014 annual report on the activities of the Central Unit of Eurodac pursuant to Article 24(1) of Regulation (EC) No 2725/2000.

- Eurodac: provision of regular quarterly statistical reporting returns concerning the work of the Central

Unit of Eurodac (pursuant to Article 3(3) of Regulation (EC) No 2725/2000).

- SIS II: annual publication of MS user statistics related to SIS II pursuant to Article 50(3) of Regulation (EC) No 1987/2006 and Article 66(3) of Decision 2007/533/JHA respectively.

- Report on the technical functioning of the SIS II, pursuant to the Article 50(4) of Regulation 1987/2006 and Article 66 (4) of Decision 2007/533/JHA

eu-LISA will also ensure the annual publication of the list of authorities designated to have access to data recorded in the central database of Eurodac and SIS II and the publication of any other list required by the legal instruments.

In accordance with Article 31 of the Agency Regulation, the Commission, in close consultation with the Management Board, shall perform an evaluation of the action of the Agency. Evaluation will be made of the way in which the Agency contributes to the operational management of large-scale IT systems and its role in the context of a coordinated, cost- effective and coherent IT environment as per establishing regulation of the Agency.

Agency shall submit draft terms of reference for the evaluation and will ensure adequate follow-up to the findings and recommendations stemming from the retrospective evaluation.

2.2.1.7 Provision of Systems Training to Member States:

The Agency will continue to provide the appropriate technical training on the use of SIS II, VIS and Eurodac to participating national authorities.

The regulation on the establishment of evaluation and monitoring mechanisms to verify the application of Schengen acquis will have an impact on future provision of technical training by the Agency. eu-LISA will provide the appropriate training for SIRENE-staff, Schengen evaluation team members and lead experts on the technical aspects of SIS II.

Technical assistance provided to the Member States by the Agency will include assistance to new and existing Member States in order for them to achieve technical readiness to integrating to SIS II, VIS or Eurodac or to consolidate their existing use, in particular the United Kingdom, Ireland, Croatia and Cyprus as well as Europol, based on the respective legal decisions. In addition, respective technical assistance will also include programme/project management services.

2.2.2 Operational Objectives under Strategic Goal 2:

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

2.2.2.1 Continued development towards a Centre of Excellence in ICT Services and Corporate Governance:

In 2015 the Agency will continue its development towards becoming a centre of excellence in corporate governance of ICT with regards to its operational and governance models by seeking to develop further both the Agency's governance framework (based on industry standards for corporate governance of ICT to ensure continuous alignment between business objectives and capabilities of the Agency) and its operational model to

ensure sustainable and cost-efficient operations, following ITIL (Information Technology Infrastructure Library) standards for IT service management (ITSM)[4]

The Agency will also focus on the development of its capabilities in the areas of strategic planning and enterprise architecture, in addition to putting mechanisms in place to allow it to monitor developments in research relevant to the Agency's operations. It will also seek to further standardise its approach to programme and project management and has set up a Project Management Office (PMO) and has adopted PRINCE2 as its primary formal project methodology. During the course of 2015, there will be further development of the PMO into a Programme Management Office, where it is envisaged it will develop as the focal point for cross organisational resource management, individual and integrated planning and monitoring and reporting of the implementation of work programmes. The activities of the PMO will be carried out in cooperation and coordination with the General Coordination Unit.

Additionally, it is envisaged that there will be continuous monitoring of infrastructure, services and systems to identify opportunities for efficiencies and optimisation of the Total Cost of Ownership of the systems under management and a significant further development of functionality of collaborative tools (including intranet, extranet and the website) into the Agency's operational and governance frameworks,

These improvements in corporate governance, accountability and transparency will be achieved via the implementation of the roadmap for Corporate Governance of ICT[5]. This will necessarily entail further implementation of aspects of the COBIT (Control Objectives for Information and Related Technology[6]) framework for IT governance in 2015.

As such, there will be emphasis on continuous improvement throughout 2015; rationalising, improving and integrating corporate and operational processes, automating where possible and continuously monitoring infrastructure, services and systems to optimise their Total Cost of Ownership.

There will also be efforts to add more value to stakeholders by providing better business analysis capabilities and providing the means for knowledge sharing and to continue to align and standardise the content and formatting of reports and statistics across all systems and business areas. Furthermore the Agency will aim to achieve operational excellence by enhancing individual skills according to identified needs and existing skills-gaps by providing training and learning activities as well as to empower staff members.

2.2.2.2 Implementation of the Agency's governance framework based on industry standards for corporate governance of ICT:

The Agency will seek in 2015 to further evolve and strengthen its governance model. It will do this by continuing to implement its ITIL/ITSM governance roadmap, in addition to designing and introducing key performance indicators (KPIs) for systems and corporate processes and insure that identified risks are managed and mitigated effectively.

---

[4] *ITIL is the leading internationally accepted standard that the Agency will use to evolve its operational model.*

[5] *A management concept which seeks to align the process and organisation of strategic and operational planning for ICT with the strategic business planning in the organisation thus maximising the value added to the business from their IT-enabled investments and operations.*

[6] *Control objectives for information and related technology (COBIT) is a framework created by ISACA in order to support governance of IT by defining and aligning business goals with IT goals and IT processes. It is a supporting toolset that allows managers to bridge the gap between control requirements, technical issues and business risks. COBIT defines 34 generic processes to manage IT, together with their respective process inputs and outputs, key process activities, objectives, performance measures and an elementary maturity model.*

It will move toward the implementation of a framework of structured and coherent end-to-end processes designed as the main drivers of operational cost-efficiency, an important element of which will be the further consolidation and standardisation of existing service management tools.

Additionally, the Agency will aim to initiate implementation of a quality management system, with the intent of gradually implementing it based on the relevant ISO 9001 standards. Internal controls within the Agency will also be further strengthened in compliance with industry best practice.

2.2.2.3 Growing the Agency's Technology and Business Expertise:

The Agency will continue to augment its expertise in various areas related to the operational management and development of the systems in its competence. In 2015 it will focus on growing expertise in the area of biometrics It will also continue to build relationships with the relevant key players and subject-matter experts (i.e. with universities and technology companies) through collaborative projects. Member States and other key stakeholders will be consulted in defining the priorities in this area of expertise.

2.2.2.4 Enhancement of Feeding the Results of Monitoring Developments in Research into System Evolution:

The Agency will continue to develop its capabilities in the area of monitoring research and development in the fields of new and emerging technologies and will continue to put in place the required resources and processes to ensure that the regular monitoring of Research and Development allows the Agency to be proactively follow and make use of such developments. Results of such monitoring will be included into the decision-making processes for the evolution of the systems under the management of the Agency.

The Agency, in cooperation with the Member States, will also aim to ensure that at all times the best available technology, subject to a cost-benefit analysis, is used for all systems under its management. This will include IT systems themselves and their relevant networks and any such software required for the administration of such. Eu-LISA will also apply the same principles for its own internal systems.

2.2.3. Operational Objectives under Strategic Goal 3:
"Grow as the principle EU ICT technology centre and hub of expertise"

The Agency will drive its reputation as a hub of expertise in 2015 by continuing to strengthen and deepen relationships with partners and stakeholders. In addition to regularly seeking feedback from Member States regarding the quality of its services, the Agency will continue to use the Advisory Group fora to address relevant operational and strategic issues with Member States and all other relevant stakeholders. The Memoranda of Understanding signed with Agency partners in 2013 and 2014 will continue to drive and facilitate knowledge transfer and exchange with these bodies. It will also continue its reputational growth as a centre of excellence in 2015 through the additional methodologies:

2.2.3.1 Partnerships with the Member States, EU Institutions and other Parties and Stakeholders:

The Agency will provide continuous administrative and logistic support to the Management Board and to the work of the Advisory Groups through the Secretariat of the Board. The Management Board will continue to ensure that the Agency delivers the tasks as laid down in the Establishing Regulation, in the most cost effective way, the Advisory Groups will continue to provide support for the Management Board to adopt the Work Programme 2016 and the Activity Report for 2014 as well as on technical matters related to the evolution and further development of the existing systems.

The eu-LISA liaison office in Brussels will further develop relevant partnerships with EU Member States and Associated Countries, the European Parliament, Commission and Council and other relevant actors and promote the Agency, its mission and mandate to these groups.

2.2.3.2 Partnership with Other Agencies:

eu-LISA will continue to implement in 2015 the terms of the memoranda of understanding previously signed with partner Agencies; CEPOL, FRONTEX and EUROPOL. It will also seek to establish formal relationship with other Agencies EASO, ENISA, FRA and EUROJUST where appropriate through the signing of further Memoranda of Understanding. .

2.2.3.3 Further Development of Relations with External Partners:

The Agency will continue to establish and develop partnerships with appropriate public and private entities as required. The strategic intent of these partnerships will be to aim to support the Agency in the delivery of its mandated tasks and to develop the public image of the Agency as a trustworthy and efficient European agency.

2.2.3.4 Further Strengthen External Communication:

The Agency will continue to organise communication activities in areas relating to its tasks, using its own communication channels as well as contributing to broader communication activities and initiatives.

The Agency will aim to improve external communication related specifically to the provision of information to the public; strengthening its partnerships and networks to improve public information outreach, improving general public awareness about the Agency's performance in the area of its mandate, strengthening its public image and delivering comprehensive, factual, accurate and timely media coverage on the Agency's activities.

The Agency shall comply with all its statutory and legal obligations concerning publication of certain types of information. The Agency will also regularly publish statistics and reports about the use and performance of its systems.

The Agency will also focus its efforts on providing the European public with regular information regarding its activities. The efforts of the Agency in 2015 in this field will be driven by its External Communication Strategy and Action Plan. eu-LISA will use a wide mix of contemporary and traditional communication tools with an emphasis on cost-effective communication techniques.

Specific emphasis will also be given to regular and comprehensive communication with the Member States, Advisory Groups and the Management Board with regard to the progress of implementation of the Work Programme as a whole and specific strategic projects and activities in particular.

2.2.4   Operational Objectives under Strategic Goal 4:
"Develop a modern, efficient and agile organisation"

During 2015 the Agency will continue to develop as an organisation. One of its key tasks will be continuing the implementation of the long term strategy for the Agency for the period 2014-2020 in addition to the effective execution of the Multi Annual Work Programme. The work delivered under this Strategic Goal will continue the process of facilitating the alignment of business needs and technical capabilities. The Agency will also continue to monitor and develop its administrative processes; shaping and adapting them in light of changes to EU procedures and regulations and international best practice.

During this reporting period the Commission, in close consultation with the Management Board, shall perform an evaluation of the Agency (in accordance with Article 31 of the Agency Regulation). The evaluation will address the overall effectiveness with which the Agency contributes to the operational management of large-scale IT systems. It will also assess the Agency in its role of establishing a coordinated, cost-effective and coherent IT environment. The Agency must ensure that any recommendations forthcoming from such a review are fully implemented.

A key element of effective governance and oversight at the Agency will be effective contract management, with Agency staff attaining a high level of expertise on relevant procurement and contractual matters and sustaining and developing this expertise further through formal training programmes and information exchange with peers. It is envisaged that all relevant staff will maintain an accurate knowledge of rules and procedures in place concerning procurement matters.

2.2.4.1 Strategic Planning

The Agency will continue to evolve its strategic planning functionality and reporting during 2015. Through strategic planning activities the Agency will continue to set priorities, focus organisational energy and resources and establish common goals and objectives.

During the course of the reporting period, the first review of the long term strategy for the Agency for the period 2014-2020 will be issued and the implementation report for the Multi-annual Work Programme of the Agency would be drafted. The Annual Activity Report for 2014 will also be released and the Annual Work Programme of the Agency for 2016 would be submitted for approval and adoption by the Management Board.

2.2.4.2 Financial Management

The Agency will develop and further strengthen its internal financial processes and procedures, taking a more pro-active approach to ensure the transparent and effective management of financial resources. During the course of the reporting period, the unit will also be responsible for on-going facility management and logistics tasks and will be working toward finalising in-house arrangements to replace existing service level agreements with central Commission services. In parallel, the Agency will make sure that all work related to the future premises in Tallinn and the upgrade of the operational site at Strasbourg remain on schedule.

Further Finance-related objectives during the reporting period will be: to continue to aim for a high level of spend against the Agency's budget, to streamline workflows within the Agency's own Finance related IT systems, to maintain a high level of accuracy in budgetary forecasting and to continue the authorship, review and approval of the Agency's financial and procurement procedures.

2.2.4.3 Logistics and Facilities Management

Key priorities in the area of facilities management and logistics in 2015 will be to continue to ensure that work on the permanent premises in Tallinn and works to reconstruct the existing premises and begin construction of the new building in Strasbourg remain fully on track in terms of both activity and budget[7]. Progress in both of these areas will depend however respectively on i) the Agency resolving with the Estonian Government the question of the location of the permanent premises of the Agency and ii) resources available and the approval

---

[7] *The successful implementation of this project depends upon the level of its funding within the 2015 budget.*

of the arrangements for the development of the technical site in Strasbourg by the European Parliament and the Council.

2.2.4.4 Procurement

During the reporting period the Agency will further streamline its procurement activities through consolidation and reinforcement of its financial and procurement procedures, building and maintaining capabilities to provide proficient advice on procurement procedures internally and to potential contractors and suppliers, contributing to the development, streamlining and implementation of the Agency's procurement policies, and preparing, implementing and monitoring a procurement acquisition plan. It is worth noting that there are two major procedures scheduled for launch in 2015; the VIS and BMS Maintenance in Working Order (MWO) framework contracts. These two procedures will be launched either separately or as one with two separate lots.

2.2.4.5 Human Resources

In 2015 the Human Resources and Training Unit (HRTU) will continue to provide HR and training services to the Agency to ensure it can be successful in attracting and retaining high calibre people, managing effective personnel development and ensuring talent is developed through appropriate learning opportunities.

The reporting period will see the Agency's electronic HR and Document Management processes reach maturity. During this period there will also be a concerted effort to improve and promote the concept and culture of e-learning within the Agency.

The annual exercise of identifying training needs and linking them with both the individual's and the wider organisation's objectives will be carried out by HRTU. The results of which will form the basis of eu-LISA's annual training plan for 2016.

Synergies with other agencies will be sought and used for developing learning programmes and opportunities and information exchange. Learning opportunities, available to the Agency via the Commission training framework, will be used to the full. 'Train-the-trainers' techniques will be applied to optimise learning opportunities and to reduce costs.

A staff reclassification exercise, constituting part of staff development processes, will be carried out in 2015. In addition, a comprehensive staff appraisal exercise (initiated in 2014) will be finalised that will result in promotion of staff across the Agency in 2015.

Additionally, to lower staff turnover levels and improve the retention of staff, a report will be produced and presented to the Management Board in 2015 based on the data collected via end-of-service questionnaires of staff members in 2014.

2.2.4.6 Internal Communication

Internal communication will aim to facilitate two parallel processes: the further growth and development of the organisation.

The approach will utilise a number of channels to facilitate internal communication, such as targeted development of the Agency's intranet and annual activity plan, based on lessons learned from the previous annual cycles.

Internal Communications should also facilitate a knowledge sharing environment by merging governance and strategic aspirations of the Agency with the tactical implementation of specific taskings across all organisational departments and units.

In 2015 the internal communication of the Agency will become more diverse and complex after the introduction of additional interactive and collaborative tools: a consistent internal newsletter (in both html and pdf formats) will be complemented by other appropriate media i.e. blogs and/or podcasts.

2.2.4.7 Document Management

It is envisaged that the Agency's document management policy, overseeing the storage, archiving and management of documents will become fully compliant with ISO 15489 in 2015.

The eu-LISA document management system and its associated procedures will continue to comply with the relevant compulsory security measures, provisions on document management and rules on protection of personal data. European Commission standards will be applied to the practices and procedures established in the Agency.

The document management system will be further developed by technical standardisation in accordance with industry practice and the Electronic Document Management within European Commission (e-Domec). To further enhance the system, the aspiration will be to move toward a fully electronic document environment, in full compliance with all relevant legal restrictions and provisions and applicable administrative retention periods.

2.2.4.8 Internal Audit

In line with the current institutional and wider European zeitgeist concerning the provision of value-for-money within the public sector, the Agency will continue to clearly demonstrate the benefits of its investments, operations and expenditure and prove that it provides a value proposition to MS and all other relevant stakeholders.

The Agency will continue to cooperate with European Court of Auditors and the Internal Audit Service of the European Commission, hosting their audit missions and taking measures to respond to the resulting recommendations. The Internal Auditor of eu-LISA will continue to coordinate work in this area, including the preparation of reports, missions, follow-up activities and ensuring general awareness amongst management and staff of the Agency of the principles, objectives and procedures of internal and external auditing.

ANNEX A: SPECIFIC OPERATIONAL OBJECTIVES, OUTPUTS AND PERFORMANCE INDICATORS

The Estimated total effort (FTEs) attached to the objectives of the Work Programme 2015 do not reflect allocation of <u>human resources of the Agency to the horizontal tasks neither does it take into account managerial tasks</u>. Therefore overall total of 116.80 FTEs as indicated in table with the breakdown below is less than the estimated staff population of draft EU budget for eu-LISA[1].

The budget commitment appropriations related to the objectives of the draft Work Programme for 2015 do not reflect Title 1 staff expenditure nor does it take into account running costs of the Agency related to the Title 2. Therefore overall total of 56.8665 million euros as indicated in table with breakdown below is less than the estimated expenditure figure of 83 million euros as per Final statement of Revenue and Expenditure of the Agency for 2015.[2]

Both human and financial resources to horizontal tasks not listed in the work plan represent on-going expense of infrastructure and operating expenditure of the Agency and should therefore be regarded as overhead expenses.

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
1	2.2.1.1 Operational Management of the Systems	Monitor & Improve Service Level Agreements for all Systems Under Management	Continue to deliver and evolve regular service reviews and service quality reports	95% of MS interactions acknowledged in less than 1 minute; 95% of critical incidents categorised in less than 5 minutes; 95% of high priority incidents categorised in less than 10 minutes; 95%	2.00	

[1] *eu-LISA draft Multi Annual Staff Policy Plan indicates staff population in draft EU budget of 120 Temporary Agents, 8 Contract Agents and 6 National Experts*

[2] *According to Final Statement of Revenue and Expenditure of eu-LISA for 2015 overall total of Commitment Appropriations is 83 million, from which Title 1 expenditure 17,121 million euros, Title 2 expenditure 21,260 million euros and Title 3 expenditure 44,619 million euros.*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
				of moderate incidents categorised in less than 30 minutes; Specific Eurodac SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement		
2	*2.2.1.1 Operational Management of the Systems*	*Operational Management of SIS II*	*Monitoring and application management services on a on a 24/7 basis; Providing assistance to the MS as per request for all the supported environments; Provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance Monitor and take corrective actions in case of incidents Execute Business Continuity actions if required to ensure the system availability Ensure the communication and resolution with 3rd parties/vendors for complex tickets Plan and execute maintenance work for both application layers and COTS Planning and executing technical or functional releases in agreement with the*	*95% of MS interactions acknowledged in less than 1 minute; 95% of critical incidents categorised in less than 5 minutes; 95% of high priority incidents categorised in less than 10 minutes; 95% of moderate incidents categorised in less than 30 minutes; Specific Eurodac SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement*	*14.00[8]*	*0.69*

---

[8] *Estimated FTE covers operational management of all three systems*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
			MS. *Provision for training related to operations*			
3	*2.2.1.1 Operational Management of the Systems*	*Operational Management of VIS*	*Monitoring and application management services on a on a 24/7 basis;* *Providing assistance to the MS as per request for all the supported environments;* *Provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance* *Monitor and take corrective actions in case of incidents* *Execute Business Continuity actions if required to ensure the system availability* *Ensure the communication and resolution with 3rd parties/vendors for complex tickets* *Plan and execute maintenance work for both application layers and COTS* *Planning and executing technical or functional releases in agreement with the MS*	*95% of MS interactions acknowledged in less than 1 minute; 95% of critical incidents categorised in less than 5 minutes; 95% of high priority incidents categorised in less than 10 minutes; 95% of moderate incidents categorised in less than 30 minutes; Specific Eurodac SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement*		*3.329*
4	*2.2.1.1 Operational Management of the Systems*	*Operational Management of Eurodac*	*Monitoring and application management services on a on a 24/7 basis;* *Providing assistance to the MS as per request for all the supported environments;* *Provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance* *Monitor and take corrective actions in case of incidents*	*95% of MS interactions acknowledged in less than 1 minute; 95% of critical incidents categorised in less than 5 minutes; 95% of high priority incidents categorised in less than 10 minutes; 95% of moderate incidents categorised in less than 30*		

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
			Execute Business Continuity actions if required to ensure the system availability *Ensure the communication and resolution with 3rd parties/vendors for complex tickets* *Plan and execute maintenance work for both application layers and COTS* *Planning and executing technical or functional releases in agreement with the MS*	*minutes; Specific Eurodac SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement*		
5	*2.2.1.2 Evolution of the Systems*	*Evolution/development of SIS II*	*Identify, in collaboration with MS, future changes needs to evolve the system to fulfil the business* *Baseline the application roadmap* *Evolve the system as per established roadmap (which will imply activities such as: running workshops with MS for specific technicalities, prepare the technical contractual aspects including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS*	*Application roadmap and release plan* *Workshops organisation and preparation for punctual matters regarding the system linked to system evolution (as per the roadmap)* *Agreed evolutionary milestones and deliverables achieved and monitored*	*6.00*	*0[9]*

[9] *Financial commitment made in 2013*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
6	2.2.1.2 Evolution of the Systems	Evolution/development of VIS/BMS	*Identify, in collaboration with MS, future changes needs to evolve the system to fulfil the business; baseline the application roadmap; evolve the system as per established roadmap (which will imply activities such as: running workshops with MS for specific technicalities, prepare the technical contractual aspects including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS).* *Specific prioritised projects for 2015 are: 1) VIS Playground 2.0 (2mio); 2) VIS Evolutions: DB increase/data storage (4.5 mio);VIS dynamic allocation (3 mio) and VIS interface evolutions and integration of new users (VISA code changes) (4 mio)*	*Application roadmap and release plan* *Workshops organisation and preparation for punctual matters regarding the system linked to system evolution (as per the roadmap)* *Agreed evolutionary milestones and deliverables achieved and monitored*	*8.00*	*13.5[10]* *1.01[11]*
7	2.2.1.2 Evolution of the Systems	Evolution/development of Eurodac	*Identify, in collaboration with MS, future changes needs to evolve the system to fulfil the business* *Baseline the application roadmap*	*Application roadmap and release plan* *Workshops organisation and preparation for punctual*	*4.00*	

[10] For VIS Evolutions as prioritized with VIS Advisory Group. Additional 4.6 M Euro will be allocated for 2nd tier projects depending on contractual situation under VIS MWO.
[11] For Eurodac

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
			Evolve the system as per established roadmap (which will imply activities such as: running workshops with MS for specific technicalities, prepare the technical contractual aspects including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS)	*matters regarding the system linked to system evolution (as per the roadmap) Agreed evolutionary milestones and deliverables achieved and monitored Eurodac Recast by July 2015*		
8	*Systems Infrastructure Management*	*Keep system infrastructure up-to-date*	*All required patches and upgrades performed. System infrastructure operational 24 x 7.*	*Service levels to be met as per relevant SLAs in force*	*5.75*	*1*
9	*Systems Infrastructure Management*	*System Performance Monitoring & Reporting*	*Operational performance statistics and reports; Reports as per provisions of the legal basis of the systems;*	*SLA service levels met; Reports provided on time and in line with operations / legal requirements*	*3.75*	
10	*Systems Infrastructure Management*	*Service Desk Performance Monitoring*	*Regular monthly reports of SD performance*	*95% of MS interactions acknowledged in less than 1 minute 95% of critical incidents categorised in less than 5 minutes 95% of high priority incidents categorised in less than 10 minutes 95% of moderate incidents categorised in less than 30 minutes*	*1.25*	*0.3*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
11	Systems Infrastructure Management	Service Desk Support	Regular services provided to MS via SPOC	100% critical incidents resolved or workaround available on less than 8 hours; 95% of high incidents resolved or workaround available in less than 24 hours; 90% of moderate incidents resolved or workaround available within 6 days	11.00	
12	2.2.1.3 Network and communication infrastructure	Monitor networks under eu-LISA management to ensure security of communications infrastructure	Ensure availability and performance of the network as per established SLAs	Service levels to be met as per relevant network SLAs in force	3.75	
13	2.2.1.3 Network and communication infrastructure	Ensure effective contract management of any networks provided by 3rd parties	Ensure service levels & confidentiality are delivered as per 3rd party contractual agreements	Service providers to be in compliance with all security and performance requirements as outlined in relevant contract provisions	2.75	
14	2.2.1.3 Network and communication infrastructure	Continued successful post-migration monitoring and optimisation of TESTA-ng	Availability and performance of TESTA-ng network	Service levels to be delivered as per network SLAs in place	4.5	0.24

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
15	2.2.1.4 Development and Implementation of New Systems	Continue preparations to take under management 'Smart Border' system Entry-Exit System (EES)	Contribute to negotiations of relevant legal instruments Assessments of infrastructure, staffing and organisational requirements for implementing and managing EES Pilot project	Timeliness of provided input Pilot project delivered according to plan	0.75	0^{12}
16	2.2.1.4 Development and Implementation of New Systems	Continue preparations to take under management 'Smart Border' system Registered Traveller Programme (RTP)	Contribute to negotiations of relevant legal instruments Assessments of infrastructure, staffing and organisational requirements for implementing and managing EES Pilot project	Timeliness of provided input Pilot project delivered according to the plan	0.75	
17	2.2.1.5 Security and Data Protection	Ensure that security measures & security plans for SIS II, VIS & EURODAC and for the communications networks related to these systems are fully implemented.	Appropriate & up-to-date information, advice and training for staff on security & provision of regular reports on compliance with detailed service level definition + Annual checks	Annual security trainings delivered Number of security incidents Quality and timeliness of the reports	3.00	0.4
18	2.2.1.5 Security and Data Protection	Ensure Agency's offices, staff and systems operate in an appropriate and adequate security	Effective identification and management of all physical and information security risks. Implement Info Security standards as per ISO27001.	Maintain up-to-date risk register.	4.00	0.42

[12] Based on the discussions in the last Management Board meeting held in March'14, the Agency expects to receive all necessary appropriations for implementation of the pilot project from DG Home.

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
		environment				
19	*2.2.1.5 Security and Data Protection*	*Implementation of business continuity management strategy through the Business Continuity Management System in accordance with ISO22301*	*Ensure business continuity and disaster recovery plans are implemented, tested and maintained in accordance with ISO22301*	*Regular BC trainings and exercises delivered (1 per year at least)*	*1.50*	*0.11*
20	*2.2.1.5 Security and Data Protection*	*Implement, maintain and develop procedures and processes to ensure the highest level of data protection with regard to the Agency's administrative operations and with respect to the information systems under its management and to ensure their full implementation. Ensure compliance with best practice and relevant regulations in force through close cooperation with the EDPS.*	*Effective internal DP procedures to be implemented & regular internal reviews undertaken. Action plan to be drafted to address identified gaps in DP provision. DP Officer to prepare & submit an annual report to the Management Board on data protection, incidents and activities. Agency to provide staff with mandatory staff training on data protection requirements & regulations in force.*	*Effective DP procedures to be implemented & no data protection issues through the year. Action plan to be implemented, report to be submitted to the MB on an annual basis & mandatory staff training on DP issues to be introduced*	*1.00*	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
21	2.2.1.6 Reporting and Statistics	*Fulfilment of all reporting obligations as outlined in the Establishing Regulation & legal bases for systems under management* *Agency shall submit draft terms of reference for the evaluation & ensure adequate follow-up to recommendations stemming from retrospective evaluation.*	*Timely completion of reports as per relevant legal instruments* *Timely preparation of Terms of Reference*	*Full compliance with reporting obligations & deadlines as defined in all relevant legal instruments'* *Follow-up to the findings and recommendations stemming from the retrospective evaluation.*	1.5	0.5
22	2.2.1.7 Provision of Systems Training to Member States	*Continued provision of the appropriate technical training on the use of SIS II, VIS and Eurodac to participating national authorities.*	*Agency to provide at least 1 course on each system under management in 2015*	*Course participant satisfaction to be 3 or greater (when measured on a scale of 1 - 5)*	1.25	
23	2.2.1.7 Provision of Systems Training to Member States	*Integrate requirement to provide SIS II training for Schengen experts into Agency training schedule*	*Undertake impact assessment on the regulation on the establishment of evaluation and monitoring mechanisms to verify to what extent the application of Schengen acquis will have an impact on future provision of technical training by the Agency. Depending on the outcome, Agency to provide at least one course on this subject in 2015.*	*Course participant satisfaction to be 3 or greater (when measured on a scale of 1 - 5)*	0.75	0.45

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
24	2.2.2.1 Continued development towards a Centre of Excellence in ICT Services and Corporate Governance	Develop the Agency's governance framework and its operational model to ensure sustainable and cost-efficient operations, following industry standards for corporate governance and IT Service Management (ITSM)	Agency to continue developing governance and operational models toward compliance with ITIL/ITSM and best practice standards through development of its strategic planning functions and corporate architecture, in addition to further developing its formal project management & business analysis capabilities.	Conclusions in evaluation report of the agency	1.00	1.85
25	2.2.2.1 Continued development towards a Centre of Excellence in ICT Services and Corporate Governance	Further develop capacity within Agency's PMO. Move from a Project Office toward the establishment of a Programme Management Office by end 2015	Strengthen existing PMO in terms of both resource and operating procedures. Integrate PMO into Agency governance model. Further, integrate and align programme management processes with service model of Agency's 'business as usual' operations.	Number of programs / projects delivered with deviation <10% from original schedule/budget	3.25	0.75
26	2.2.2.1 Continued development towards a Centre of Excellence in ICT Services and Corporate Governance	Continued monitoring & optimisation of Total Cost of Ownership (TCO) for systems under management.	Annual TCO benchmark report Action plan to address findings of the report	Positive findings in the TCO benchmark report	1.50	
27	2.2.2.2 Implementation of the Agency's governance framework based on industry standards for	Evolution of service model of the Agency	Annual review of the service model	Service quality survey indicate at least 'good' service level	1.00	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
	corporate governance of ICT					
28	*2.2.2.2 Implementation of the Agency's governance framework based on industry standards for corporate governance of ICT*	*Continued regular follow up on KPIs for corporate performance*	*Data on KPIs collected regularly KPIs reports Draft Corporate balanced score card*	*KPIs regularly reported & performance analysis channelled into all decision making processes and management levels*	*0.5*	
29	*2.2.2.2 Implementation of the Agency's governance framework based on industry standards for corporate governance of ICT*	*Continued development and refinement of Agency-wide risk management framework*	*Put in place risk identification & management structure within the Agency that ensures a comprehensive process of systematically identifying and managing all [major?]risks to a consistent level of detail*	*Put in place Key Risk Indicators in order to support the Agency's operational risk management activities and processes*	*0.5*	
30	*2.2.2.2 Implementation of the Agency's governance framework based on industry standards for corporate governance of ICT*	*Further strengthening and deepening of internal control processes, standards and controls*	*Internal audit plan implemented. Action plan(s) in place to address IA recommendations. External audit(s) performed as planned*	*Positive outcome of internal/external audits*	*1.25*	
31	*2.2.2.3 Growing the Agency's Technology*	*Focus on developing internal capacities,*	*By the end of 2015 internal capacities in the area of biometrics are created*	*Numbers of trainings and conferences attended,*	*1*	*0.005*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
	and Business Expertise	*specifically in the area of biometrics*		*number of internal knowledge sharing sessions held*		
32	*2.2.2.3 Growing the Agency's Technology and Business Expertise*	*Develop relationships with thought leaders and research institutions (both public and private) in areas of mutual interest*	*Annual outreach programme to identify institutions in the public & private sectors. Design & put in place performance indicators to evaluate the scope & impact of outreach activity*	*Number of joint initiatives/projects delivered*	*0.50*	
33	*2.2.2.4 Enhancement of Feeding the Results of Monitoring Developments in Research into System Evolution*	*Feed technology monitoring results into Agency's systems' operational management & evolution processes where appropriate*	*Provide regular monitoring reports to management regarding applicable new technologies and solutions*	*New technologies/solutions identified and assessed in a structured manner. Where appropriate, tech/solutions put forward to Agency management and Advisory Groups*	*0.25*	
34	*2.2.3.1 Partnerships with the Member States, EU Institutions and other Parties & Stakeholders*	*Maintain and develop the eu-LISA liaison office in Brussels to further develop relevant partnerships with EU Member States and Associated Countries, European institutions and other relevant actors* *Maintain administrative and logistic support to the Management Board and Advisory Groups through the Secretariat of the*	*Expand & consolidate eu-LISA's liaison office outreach activities with institutions and other parties* *Provision to organise regular meetings and support to the MB and AGs*	*Positive image of the Agency in EU institutions; Number/quality of initiatives delivered to promote image of the Agency; MB and AG meetings delivered as per planning*	*2.00* *3.00*	*0.1* *0.2* *0.34*

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
		Board				
35	*2.2.3.2 Partnership with Other Agencies*	*Strengthen and deepen cooperation with other Agencies operating within eu-LISA's policy field*	*Annual action plans with relevant agencies as per signed MoUs & continue to explore further opportunities to sign formal MoUs with others & strengthen and deepen existing relationships where useful and practical*	*Identified actions in the action plans delivered as agreed.*	*1.5*	
36	*2.2.3.4 Improve External Communication*	*Continue to promote the Agency & and maintain its positive image*	*Full implementation of eu-LISA's external communications strategy in order to further enhance capacity of the Agency for public information delivery & increase awareness of the Agency's mandate and performance* *Organisation of annual conferences and meetings*	*External review of Agency Communication strategy & activities to ensure effectiveness; positive image of the agency; annual conference and meetings organised*	*0.75*	*0.1* *0.4*
37	*2.2.3.4 Improve External Communication*	*Ensure the timely and accurate publication of such documents that are stipulated in the relevant legal bases.*	*Successful and timely publication of all legal and statutory notices, Work Programmes and Activity Reports for the Agency.*	*Information/reporting to be delivered to the requisite quality within agreed/statutory deadlines*	*0.75*	*0.3*
38	*2.2.3.4 Improve External Communication*	*Continue to strengthen the Agency's internet presence*	*To maintain & regularly update the Agency's website & to optimise the site's visibility on the internet*	*Progressive increase in the number of hits the Agency's website receives during the period*	*0.50*	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
39	2.2.4.1 Strategic Planning	eu-LISA to evolve its strategic planning functionality & reporting during 2015 & embed strategic planning within annual Agency reporting cycle.	Issue 1st review of Agency Strategy 2014 - 2020 in addition to implementation report for MAWP. Annual activity report for 2014 & Agency Work Program for 2016 to be released to MB for adoption.	Strategy implementation to be delivered as per implementation roadmap Strategy translated into operational objectives delivered as planned	1	
40	2.2.4.2 Financial Management	Further consolidate and streamline Finance procedures to maintain a high level of ex-ante control.	Reduction in the number of reported errors and rejections in ABAC procedures	Number of exceptions through the tear Number of errors Compliance with internal control standards	0.1	
41	2.2.4.2 Financial Management	Further improvement in the Agency's IT Financial Reporting capabilities, allowing more accurate reporting of spend/commitments against budget	Greater reporting functionality during 2015 i.e. detailed budget implementation report for 2015	Regular monthly reporting provided on time Quarterly budget reviews delivered on time Corrective actions put in place as required	0.1	
42	2.2.4.2 Financial Management	Improve upon the Agency's Budget Utilisation figures for 2015	To improve upon the total amount of budget utilised compared to the previous reporting period	Target of > 95% budget utilisation rate in 2015	0.2	
43	2.2.4.3 Logistics and Facilities Management	To provide services in the field of building management, facility management and logistics in Tallinn	Effective management & delivery of routine infra and logistics work at the site. Ensure to the extent possible that FM and Logistics elements of the programme for a new Agency site in Tallinn are on schedule.	Staff satisfaction from office conditions; timeliness of addressing new/changed demand; average running costs for facilities	0.1	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
44	2.2.4.3 Logistics and Facilities Management	To provide services in the field of building management, facility management and logistics in Strasbourg	Effective management & delivery of routine infra and logistics work at the site. Delivery of new infra for Strasbourg data centre on time and to budget	New infrastructure delivered on time and within the budget; project for reconstruction of the site in Strasbourg delivered on time	1	12.085
45	2.2.4.3 Logistics and Facilities Management	To provide services in the field of building management, facility management and logistics in St Johann im Pongau	Effective management & delivery of routine infra and logistics work at the site.	Timely delivery of services	0.1	
46	2.2.4.3 Logistics and Facilities Management	Uninterrupted routine operation of logistics services to all Agency sites	Asset management system fully implemented to ensure continued uninterrupted routine operation of FM & logistics services to all Agency sites	Asset inventory up to date Compliance with internal control standards	1.0	
47	2.2.4.4 Procurement	Further consolidate financial and procurement procedures	Consolidation of existing internal procedures and periodic review thereof based on internal/external auditors' recommendations as well as changes in the applicable rules and regulations (if any)	Internal work-flow (i.e. relationship between operational initiators and procurement) and interface with internal financial systems refined	0.05	
48	2.2.4.4 Procurement	Further consolidate financial and procurement procedures	Regular in-house training and on demand coaching to the staff involved in the implementation of the procurement acquisition plan; e-learning platform established to share lessons learnt among the staff involved in the procurement cycle, and help map procurement-specific risks	Increased number of trained staff and creation of widespread awareness of legal implications of procurement and contract management activities	0.05	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
49	2.2.4.4 Procurement	Further consolidate financial and procurement procedures	Coordination of all phases of the procurement cycle and weekly provision of feedback on the state-of affairs	Increased number of successful procurement procedures completed in time (i.e. in accordance with the procurement acquisition plan, but subject to timely submission of technical specifications)	0.25	
50	2.2.4.4 Procurement	Further consolidate financial and procurement procedures	Provision of legal advice on contract management issues (on demand)	Increased legal awareness and legal compliance in contract management	0.1	
51	2.2.4.4 Procurement	Prepare, implement & monitor a procurement acquisition plan	Procurement acquisition plan for 2015	Procurement acquisition plan to be implemented in compliance with standards of quality (accuracy of information and consistency with the approved budget) and timeliness	0.1	
52	2.2.4.4 Procurement	Prepare, implement & monitor a procurement acquisition plan	Realisation of an IT-based monitoring system for the procurement plan	Plan monitored at regular interval through the new IT-based system (delays/bottlenecks identified and corrective actions promptly taken)	0.2	
53	2.2.4.4 Procurement	Prepare, implement & monitor a procurement acquisition plan	Feasibility study and design of an electronic data interchange area as required by Art. 79 of FFR with a view to gradually	Consolidated terms of reference for the electronic data interchange area (e-	0.2	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
			introducing e-procurement.	*procurement)*		
54	*2.2.4.5 HR*	*Further development for the Agency's training framework*	*Implementation of the Agency's Learning and Development Strategy*	*Staff satisfaction from personal development Efficiency/effectiveness of the staff after trainings*	*0.50*	*0.5*
55	*2.2.4.5 HR*	*Further development for the Agency's training framework*	*Implementation of the Agency's Annual Training Plan for 2015*	*Number of trainings planned vs. delivered Number of staff trained Staff satisfaction from trainings Efficiency/effectiveness of the staff after trainings*	*0.25*	*0.25*
56	*2.2.4.5 HR*	*Further development for the Agency's training framework*	*Further embed and enhance e-learning culture within the Agency*	*Percentage of annual trainings \delivered through e-learning vs. all trainings Staff satisfaction*	*0.25*	*0.5*
57	*2.2.4.5 HR*	*Implementation of Agency's HR strategy*	*implementation of Agency's HR strategy*	*That the Agency's HR strategy delivered*	*2.00*	
58	*2.2.4.5 HR*	*Further development of the Agency's competency framework*	*Further standardise job role and job families & launch staff engagement survey.*	*Recruitment, selection and staff development processes to be based on competency framework.*	*1.50*	
59	*2.2.4.5 HR*	*Recruitment and retention of staff meet targets set*	*Meet targets for recruitment of additional staff for EES and RTP in 2015. Endeavour to keep staff turnover low*	*All posts to be filled within 20 week of publication & staff turnover rates to be less than 5% per annum.*	*1.50*	

REF	Operational Objective	Specific Objective	Output (by end of 2015)	Suggested Performance Indicator(s)	2015 FTE Estimates	2015 Budget: Commitment Appropriations (M Euro)
60	2.2.4.6 Internal Communication	Promote the mission, vision and core values of the Agency and to use them as drivers for the development of its corporate culture	Tailored Agency intranet site to be maintained and improved	Progressive increase in the number of hits the Agency's intranet receives during the period	1.50	0.1
61	2.2.4.6 Internal Communication	Improve internal communication between the Agency's sites	Internal communication plan to be implemented.	Agency internal communication plan delivered as outlined	0.50	
62	2.2.4.8 Internal Audit	Perform internal audit engagements as outlined in the 2015 Internal Audit plan	The timely provision of relevant IA reports to management	Controls and activities recommended in the audit plan are fully implemented & appropriate action plans are in place where appropriate	1.00	
63	2.2.4.8 Internal Audit	Liaise with external auditors and ECA where necessary	Facilitate other auditor's fieldwork at the Agency on an ad hoc basis	Full cooperation with other auditors' fieldwork in the Agency	0.25	
64	2.2.4.7 Document Management	Agency has effective information and document management systems in place	Develop & implement document management system that is based on European Commission standards and in compliance with relevant DP and security standards.	Agency DMS to be fully compliant with ISO 15489	2.50	
TOTAL					**116.8**	

Annex B: Budget *2015: 2015 high-level budget forecast*

Appropriations	FY 2013 (outturn)		FY 2014		FY2015		
	Commit	Pay	Commit	Pay	Commit	Pay	Type
TITLE 1 - staff expenditure	**6,791,186**	**6,141,792**	**18,290,000**	**18,290,000**	**15,605,353**	**15,605,353**	**NDA**
TITLE 2 - infrastructure and administrative expenditure	**7,841,284**	**1,603,452**	**16,850,000**	**16,850,000**	**17,932,000**	**17,932,000**	**NDA**
TITLE 3 - operational expenditure	**46,067,369**	**10,009,371**	**24,240,000**	**29,770,715**	**43,415,548**	**43,415,548**	**DA**
30 Shared System Infrastructure (Core Systems)	0	0	9,050,000	4,050,000	4,510,000	2,510,000	DA
31 SIS II	30,010,093	836,742	0	8,787,199	2,153,371	8,153,371	DA
32 VIS/BMS	8,770,072	9,084,464	6,500,000	8,243,516	27,029,451	20,029,451	DA
33 EURODAC	6,876,854	88,165	5,500,000	5,500,000	1,010,978	4,010,978	DA
36 External Support Services directly related to core systems	410,350	1,550,000	3,806,500	0	3,806,500	3,806,500	DA
37 Meetings & missions directly related to the core systems	0	0	950,000	950,000	715,248	715,248	DA
38 Training directly related to operations[13]	0	0	690,000	690,000	690,000	690,000	DA

---

[13] *For the Member States (€450,000) and internal (€240,000)*

Appropriations	FY 2013 (outturn)		FY 2014		FY2015		
39 New systems preparations	0	0	0	0	3,500,000	3,500,000	DA
TOTAL	**60,699,840**	**17,754,617**	**59,380,000**	**64,910,715**	**76,952, ,900**	**76,952, ,900**	

ANNEX C: OVERVIEW OF BUSINESS CRITICAL RISKS AND MITIGATIONS

An essential element of its overall governance framework, the Agency has developed and implemented corporate-wide risk management process. It aims to identify, assess risks at organisational level as well as to define response strategy for each of them. The process is integrated into the annual planning and reporting cycle, in conformity with Internal Control Standard (ICS) N° 6 of the Commission.

A risk is defined as an uncertain event or set of events that, should it materialise, would have a negative or positive impact on the achievement of objectives set out in the annual Work Program and the delivery of the medium-term goals of the Agency. The overview below outlines only the identified major risks while a separate risk management plan will address all identified risk at organisational level.

Overview of the major corporate risks that might impact implementation of the Work Programme 2015:

ID	Risk description (cause, event and effect)	Work Programme Objectives concerned	Response type[14]	Actions
R 01	*Budget reductions /insufficient resources to address Agency needs*	*Operational management of the systems, evolution of the systems; comms infrastructure; development and implementation of new systems; research and development activities*	*Reduce*	*a) identifying efficient measures for monitoring and participating in the budgetary process as well as in negotiating with the stakeholders involved;* *b) consider the recruitment of a budget officer for a better control.*
R 02	*Insufficient resources to deliver the core portfolio of the Agency*	*All*	*Reduce*	*a) adjusting the Agency's operational structure to increase efficiency and effectiveness;* *b) managing the implementation of stakeholder requests with higher efficiency and effectiveness;* *c) To reinforce and automate whenever possible technical tools to support operational staff, e.g. statistical data collection or monitoring capabilities (e.g. actitime, dedicated resource planning / allocation reports).*
R 03	*High Workload in Procurement Area*	*Operational management of the systems;*	*Reduce*	*a) enhance the planning and coordination for the Agency's procurement activities;*

---

[14] *Threat risk type responses are: Mitigate (take actions to minimise the probability or impact; the responsibility for the risk effect(s) and response measure(s) stay with the Agency); Resolve (change the scope of the business objective concerned); Transfer (a third party takes responsibility for the risk); Accept (conscious and deliberate decision to accept the risk and, especially, the possible effect(s) on the business objective); Share (the responsibility for the risk effect(s) and risk response measure(s) are shared between the involved parties)*

ID	Risk description (cause, event and effect)	Work Programme Objectives concerned	Response type[14]	Actions
		evolution of systems; development and implementation of new systems; security and data protection; financial management, procurement, logistics and administration.		b) increasing the awareness across the Agency on the importance of timely planning of procurement needs; c) considering identifying opportunities for joint procurements with Host States and/or other EU bodies including Agencies; d) consider to further increase the staff in procurement team.
R 04	Insufficient corporate IT resources	All	Reduce	a) draft a strategy for the delivery of eu-LISA corporate IT services which guides the deployment of corporate IT services and provides advice for efficient and effective resources investment; b) add additional resources from external service provider to strengthen the ability to deliver eu-LISA corporate IT services.
R 05	Inadequate planning of activities having an impact on stakeholder commitment and budget consumption	All	Reduce	a) draft and implement a Stakeholder management strategy; b) present annual work priorities to AG Chairs to ensure their early engagement before the draft of the Annual Work Programme (AWP) is formally submitted to AG members; c) revise the AWP planning timetable to reflect earlier engagement of all stakeholder groups; d) redistribute budgetary responsibility (budget ownership) gradually across the organisation including creating the necessary awareness amongst staff, turning the process in distributed/bottom-up instead of centralised/top-down and by accordingly performing monitoring and forecasting in a systematic way; e) enhance integration of activity and financial planning by strengthening the budgetary accuracy of the Annual Work Programme (AWP), to become the single feeder of budgeting in operational expenditure and selected administrative projects. f) consider to further increase the staff by recruiting a budget officer
R 06	Limited impact assessment of changes in	All	Reduce	a) map the most relevant and important legislative proposals that might have an

ID	Risk description (cause, event and effect)	Work Programme Objectives concerned	Response type[14]	Actions
	legislation			impact on the Agency in Q4-2014; b) apply a monthly tool to communicate and inform Management Team about findings/outcomes of a) in Q1-2015.
R 07	Improper Premises	All	Reduce	a) conclude the contract for renting temporary office space to improve the situation at Strasbourg facility on short - term; b) implement and closely monitor the reconstruction project at Strasbourg site to ensure it will be completed in time/scope/quality (36 months foreseen starting in early 2015).
R 08	Limited organisational efficiency due to divided location	All	Reduce	a) conduct a study assessing the efficiency of the Agency's present structure and for receiving input for building a more efficient structure with regard to eu-LISA's core mission of operational management of large scale IT systems; b) participate (managers and nominated staff) in dedicated trainings to improve leadership and working in virtual teams.

ANNEX D: Summary Table of Major Procurements and Projects Planned for 2015

REF	Budget Section Reference	Project Description	Explanation/Rationale	Est. Budget (€ mio)	Procurement Necessary?	Comments
1	20	Implementation of the Design & Build works contract in Strasbourg	Extension and upgrade and the eu-LISA operational site	11.5	No. Already launched in 2014, award expected in Q1 of 2015, upon budgetary authority's approval.	Approved budget will be utilised to replenish the initial budgetary commitment under Title 2.
2	30	Remote Management Capability - phase 2	Remote management of the Core Business Systems (CBS) at the CU & BCU: study & implementation	0.85	Specific contract under DIGIT framework contract	
3	30	Virtualisation	Study to define feasibility and modalities of execution of the project	0.2	Specific contract under DIGIT framework contract	
4	31	Implementation of the Framework Contract for the Maintenance in Working Order (MWO) of SIS II	Corrective, adaptive, evolutionary maintenance services, including supply of hardware and software to ensure the functioning of SIS II in accordance with the applicable Regulation requirements.	2.1	No. MWO contract and implementing specific contracts signed in 2014 by eu-LISA.	Approved budget will be utilised to create new specific contracts and/or to increase the ceilings of existing ones.
5	32	Implementation of the Framework Contract for the Maintenance in Working Order (MWO)	Corrective, adaptive, evolutionary maintenance services, including supply of hardware and software	26.55	No. MWO contract signed in 2012 by DG HOME and transferred to eu-LISA in May 2013.	Approved budget to be utilised to extend regular maintenance services for a 4th year (announced in the original Contract Notice) as well as to

REF	Budget Section Reference	Project Description	Explanation/Rationale	Est. Budget (€ mio)	Procurement Necessary?	Comments
		of VIS/BMS	to ensure the functioning of VIS and BMS in accordance with the applicable Regulation requirements.		Complementary services may be ordered from the incumbent contractor via negotiated procedure under Art. 134.1 e) RAP. Additional services may be ordered from the incumbent contractor via negotiated procedure under Art. 134.1 f) RAP.	implement prioritised evolutions (VIS playground 2.0, VIS DB increase, VIS dynamic allocation, VIS interface evolutions, VIS CU-BCU Active-Active, VIS asynchronous ordered queuing design flow fix, VIS flow control)
6	33	Implementation of the maintenance provisions relating to the Framework Contracts for the transfer ("clone") and the recast of Eurodac	Corrective, adaptive, evolutionary maintenance services, including supply of hardware and software to ensure the functioning of Eurodac in accordance with the applicable Regulation requirements.	n/a	No. "Clone" and recast Framework contracts already signed in 2013 and 2014, respectively.	Approved budget will be utilised to activate maintenance services via Service Requests.
7	36	Implementation of the inter-institutional Framework Contract (with DG HOME) for the provision of external expertise	Outsourcing of experts to support eu-LISA's operations	3.8	No. Already launched in 2014, award expected in Q1 of 2015.	Approved budget will be utilised in addition to the consumption of the global commitment raised in FY 2014 based on the planned needs of external expertise.
8	37	Implementation of the eu-LISA Framework Contract for the organisation of events	Organisation of Advisory Groups (4 in 2015, one per each of the 3 Systems)	0.34	No. Framework contract already signed in 2015.	

REF	Budget Section Reference	Project Description	Explanation/Rationale	Est. Budget (€ mio)	Procurement Necessary?	Comments
9	38	Implementation of the eu-LISA Framework Contract for the organisation of events	External training events for Member States	0.45	No. Framework Contract already signed in 2015.	