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Interim report on the implementation of eu- LISA's Programming Document 2019 - 2021

January – June 2019

Contents

| | |
|---|----|
| Abbreviations and acronyms | 3 |
| Introduction | 5 |
| 1. Systems operational management and evolutions..... | 6 |
| 1.1 Operational management of the systems | 6 |
| 1.2 Evolution of the systems | 7 |
| 1.3 Secure communication infrastructure..... | 9 |
| 2. Development and implementation of new systems..... | 9 |
| 2.1 EES | 9 |
| 2.2 ETIAS | 10 |
| 2.3 Interoperability | 11 |
| 2.4 ECRIS-TCN | 11 |
| 2.5 Monitoring of research | 11 |
| 3. Other key activities | 11 |
| 3.1 Security | 11 |
| 3.2 Provision of systems training to Member States | 12 |
| 3.3 Partnerships | 13 |
| 3.4 Communication | 15 |
| 3.5 The Agency's transformation programme: eu-LISA 2.0..... | 16 |
| 3.6 Human resources | 17 |
| 4. Major risks during the reporting period | 18 |
| 5. Progress per area | 20 |
| 5.1 Application management and maintenance | 20 |
| 5.2 Operations and infrastructure | 26 |
| 5.3 General coordination | 30 |
| 5.4 Liaison office | 33 |
| 5.5 Enterprise project management office (EPMO) | 33 |
| 5.6 Security | 35 |
| 5.7 Human resources and administration | 37 |
| 5.8 Corporate services..... | 37 |
| 5.9 Financial management and procurement..... | 39 |
| 5.10 Accounting | 41 |
| 5.11 Internal audit capabilities | 41 |
| 5.12 Data protection..... | 42 |
| 6. Budget implementation | 43 |
| 6.1 Budget implementation introduction | 43 |
| 6.2 Budget transfers | 44 |
| 6.3 Overall implementation..... | 44 |

Abbreviations and acronyms

| | |
|-----------------|--|
| ACER | Agency for the Cooperation of Energy Regulators |
| ACFC | Audit, compliance and Finance Committee |
| AFIS | Automated fingerprint information system |
| AG | Advisory group |
| BC | Business continuity |
| BCP | Border crossing point |
| BCU | Backup central unit |
| BMS | Biometric matching system |
| CEPOL | European Union Agency for Law Enforcement Training |
| CIR | Common identity repository |
| CNI | Central national interface |
| CRRS | Common repository for reporting and statistics |
| CSI | Common shared infrastructure |
| CU | Central unit |
| CUD | Creation / update / deletion |
| DIGIT | European Commission's Directorate-General for Informatics |
| DPO | Data protection officer |
| DTPITO | Development training programme for IT operators |
| EASO | European Asylum Support Office |
| EBIOS | Expression of needs and identification of security objectives |
| ECA | European Court of Auditors |
| ECRIS-TCN | European Criminal Records Information System - Third Country Nationals |
| EDPS | European Data Protection Supervisor |
| EES | Entry/Exit System |
| ENISA | European Union Agency for Cybersecurity |
| ESP | European search portal |
| ETIAS | European travel information and authorisation system |
| Eurodac | European asylum dactyloscopy database |
| Europol | European Union Agency for Law Enforcement Cooperation |
| FAT | Factory acceptance test |
| FRA | European Union Agency for Fundamental Rights |
| FRONTEX / EBCGA | European Border and Coast Guard Agency |
| FTE | Full-time equivalent |
| GSA | European Global Navigation Satellite Systems Agency |
| HQ | Headquarters |
| HW | Hardware |
| IAC | Internal audit capabilities |
| ICAO | International Civil Aviation Organization |
| ICD | Interface control document |
| ITSM | IT service management |
| JHA | Justice and Home Affairs |
| KPI | Key performance indicator |
| MID | Multiple identity detector |

| | |
|----------|---|
| MSI | Multispectral imaging |
| MWO | Maintenance in working order |
| NTE | New test environment |
| NUI | National uniform interface |
| PD | Programming Document |
| PMF | Project management forum |
| sBMS | Shared biometric matching system |
| SIRENE | Supplementary Information Request at the National Entries |
| SIS | Schengen Information System |
| SLA | Service-level agreement |
| SMg | Service Manager g |
| SON | Security officers network |
| SPoC | Single point of contact |
| SW | Software |
| TAP | Turnkey access points |
| TESTA-ng | Trans European Services for Telematics between Administrations - new generation |
| UMF | Universal message format |
| USK | User software kit |
| VIS | Visa Information System |
| WG | Working group |
| WS | Web service |

Introduction

The European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice was established in 2011 and became operational on 1 December 2012. The Agency was established to provide a long-term solution for the operational management of present and future large-scale IT systems in the area of freedom, security and justice at the EU level.

eu-LISA currently manages the European Asylum Dactyloscopy Database (Eurodac), the Schengen Information System (SIS) and the Visa Information System (VIS). These systems are essential for the smooth functioning of the Schengen area.

The Agency is at the same time developing the Entry/Exit System (EES)¹, the European Travel Information and Authorisation System (ETIAS)², the centralised system for the identification of Member States holding conviction information on third-country nationals and stateless persons (ECRIS-TCN)³, and the new components that will shape the framework for the interoperability of the systems entrusted to the Agency, as per the interoperability regulations⁴.

This interim report for the January to June 2019 period presents the progress made by eu-LISA in the implementation of the activities listed in the Agency's 2019 Annual Work Programme, as included in its 2019 – 2021 Programming Document. Sections 1 to 3 describe the main achievements in the operational management of the large-scale IT systems, in the development of new systems and in the Agency's other key areas of activity. Section 4 lists the major corporate risks identified during the reporting period. Section 5 lists the performance indicator status and the achievements of Q1 and Q2 milestones for all activities programmed by the Agency in its 2019 Annual Work Programme. Section 6 describes the status of budget implementation by the Agency for the first half of 2019.

Legal background

Article 24 (3) (f) of Regulation (EU) 2018/1726 of the European Parliament and of the Council of 14 November 2018 on the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice requires the Executive Director to prepare the interim report on the progress of the implementation of the planned activities for the current year, and after consultation with the Advisory Groups, to submit it to the Management Board for adoption by the end of August of each year. Article 19 (1) (s) of the same Regulation requires the Management Board to adopt the interim report by the end of August of each year and to submit it to the European Parliament, to the Council and to the Commission.

¹ Regulation (EU) 2017/2226

² Regulation (EU) 2018/1240 and Regulation (EU) 2018/1241

³ Regulation (EU) 2019/816

⁴ Regulation (EU) 2019/817 and Regulation (EU) 2019/818

1. Systems operational management and evolutions

1.1 Operational management of the systems

SIS

During the reporting period, the SIS central system overall performance was within the agreed service-level agreement (SLA). The maintenance in working order (MWO) transition process has been finalised. Continuous support for Member States was adequately provided within the Agency's IT service management (ITSM) framework. Monthly reports were delivered on time and accepted. Incidents have been handled appropriately.

One significant incident was registered on the central system, on the evening of 26 January 2019. For around 7 hours, the CUD (creation/update/deletion) functionality was unavailable. An accumulation of queues was observed, as the central national interfaces (CNI) were unable to receive messages. The CNI servers were restarted and the processing of all messages resumed, solving the issue. The servers hosting the queues were also restarted Member State by Member State, ensuring that no data was lost and that the system recovered correctly. As a result, the SLA was breached for more than 7 400 CUD messages. The MWO contractor informed eu-LISA that Oracle confirmed the presence of a bug. Patches have been applied through the operational change process for both central unit (CU) and backup central unit (BCU) after acceptance testing executed by the test team. As part of the mitigation plan, the troubleshooting guide has been updated. As a lesson learned, eu-LISA is committed to making the reaction time shorter when taking decisions to restart the CNIs.

SIS AFIS was also operated and successfully maintained, with no major incidents. During the period, Italy and Greece started using AFIS, joining the 11 other Member States who are already connected to the service.

Eurodac

During the reporting period, the system's performance was according to the agreed SLA. Overall, continuous availability was ensured, along with all necessary services to ensure the normal functioning of the system.

On 12 March, there was a significant incident due to the installation of a new certificate for the central system, and Eurodac central system remained unavailable during the night.

As part of the ITSM framework integration, all Member States (with the exception of the UK) migrated to the new Single Point of Contact, and most of the Member States started using the Service Manager 9 (SM9) tool.

Together with experts from the Member States and other agencies, eu-LISA started the preparatory work for the 2019 Eurodac security and business continuity exercise. As of June 2019, 6 Member States confirmed their participation to the exercise, and an additional one will participate as an observer. ENISA will also participate, and the Commission will join as an observer. The exercise is scheduled to take place on 5 and 6 November 2019.

VIS / BMS

The Agency operated VIS and BMS through regular and comprehensive maintenance during the reporting period. Reports were provided to the Member States, detailing the incident resolution times measured by the SM9 tool. Overall, the system performed well, in line with the SLA.

An incident occurred on BMS on Monday 17 June, when a performance degradation and a large amount of asynchronous transactions resulting in error messages started occurring. The issue was time and traffic dependent, and thorough investigation was carried out. The Agency and the MWO contractor engaged significant resources on the investigation and resolution of this issue, to find and eradicate the root cause. This behaviour was never observed during the load, soak and stress tests, therefore replaying its occurrence in the test environments was challenging. During the period,

the Member States were regularly informed about the evolution of the situation. Implementing remedial actions have alleviated the overall situation before the solution could be found.

1.2 Evolution of the systems

SIS

During the reporting period, several projects aiming at improving SIS started. On 24 January, a workshop dedicated to the implementation of ICAO transliteration rules for SIS was organised in Strasbourg. The objectives of the workshop were to raise awareness and support Member States in the implementation. The points discussed included the current implementation, the differences between ICAO 2006 and 2015, and SIS II handling of Cyrillic characters. The official kick-off meeting with the MWO team took place in March. The new service is planned to go live in September 2019.

Following the entry into force of the SIS recast regulations on 28 December 2018⁵, a number of activities started during the reporting period. The SIS subgroup of the Expert group on information systems for borders and security (SIS Expert Group) started meeting on 29-30 January under the new SIS legal framework. The main purpose of the meeting was to initiate the first round of discussions on the description of new functionalities and technical requirements for the central system, the possible and preferred options for implementation and their technical and operational implications. During the first half of 2019, the SIS Expert Group met on a regular basis, to address topics such as new requirements concerning object alerts, new statistical requirements or the use of SIS for the return of illegally staying third country nationals. Experts also continued their work under the SIS AFIS project management forum (PMF) set up.

The AFIS Phase 2 was officially kicked-off by the Agency in Strasbourg on 16 April. eu-LISA proposed during a SIS AFIS PMF to combine the AFIS Phase 2 with the additional biometric requirements stemming from SIS recast, considering the tight schedule for the design phase of AFIS Phase 2. The objective of AFIS Phase 2 project is to identify the requirements and the corresponding design for the improvement of the performance of the system and for the extension of biometric search capabilities with dactyloscopic data on palms and latents. This extension of the biometric system will be available for border checks (first-line) and at police stations (second-line). This new feature will also be used in the framework of police investigations.

The SIS recast legal instruments include new functionalities, business rules, data fields, alerts and objects. The SIS recast Project Management Forum (PMF) was established and held its first meeting on 23 May. The PMF is composed of 27 representatives from 24 Member States and Associated Countries, Europol and the Commission. This meeting was mainly dedicated to the project organisation. The second PMF meeting took place in Brussels on 14 June. Two projects have been programmed to carry out the new developments stemming from the legal instruments: one for the "Functional recast", the other for the implementation of the new alert category on "Return decisions". As of June 2019, both projects have been initiated and are in the phase of procurement.

The delivery of AFIS Phase 2 and SIS recast will start in 2019 and end in 2021.

On 1 April, the project for the increase of SIS queries capacity was kicked-off. The increase of queries capacity is a major evolution of the SIS central system, and is needed to match the increasing use by Member States and the exponential growth of the number of alerts. The alert capacity will eventually reach 130 million. The project will be divided into three main stages: first the release 1 will deliver an upgrade of the WebLogic application software, with a planned entry into operation in December 2019. Second, the release 2 will address the search engine and the Tomcat server. Finally, the release 3 will deliver an upgrade of the Oracle database.

The connectivity, compliance and performance tests for the integration of Ireland to SIS were completed successfully. The entry into operations rehearsal is planned to be completed by mid-September 2019.

⁵ Regulation (EU) 2018/1860, Regulation (EU) 2018/1861, Regulation (EU) 2018/1862, OJ 312, vol. 61, 7.12.2018

Eurodac

The first meeting of the UMF (universal message format) Eurodac Experts Group took place on 26 March. This group has been initiated by the Agency, in view of the coming changes to the Eurodac communication model (change to web services). The purpose of this group is to drive, under the coordination of eu-LISA, the preparatory work for the UMF/Asylum extension and to provide the link between the Eurodac AG and the established UMF project governance. The group will also provide input for future DublinNet evolutions, such as the switch from PDF forms to UMF compliant web forms. Other stakeholders, such as EASO, were also involved in the process.

From April to June, eu-LISA carried out a study to assess if the use of multispectral imaging (MSI) devices for the scanning of fingerprints would affect the performance of the Eurodac central system. This study was carried out with the support of Sweden and Norway, under the mandate of the Eurodac AG. The study concluded that by using MSI, the response of the central system can be faster on rejected transactions due to human error. On high volumes of transactions, the use of MSI may decrease the waiting times on hit replies. In addition, the use of MSI technologies would not decrease the current level of accuracy of the Eurodac central system. Based on the results of the study, eu-LISA recommended to Member States that the use of MSI scanning technologies may be implemented in parallel with other technologies.

The integration of Eurodac with the shared backup infrastructure continued during the reporting period, and is planned to be completed during the third quarter of the year.

Since the Eurodac and Dublin regulation recasts are yet to be adopted, the corresponding activities have been put on hold and postponed.

VIS / BMS

The VIS database capacity increase project continued during the period. The Agency completed the preparation of the release embedding VIS configuration changes, to allow the system to host and process 100 million visas. This has been completed ahead of schedule, and was included in the first release of the year, earlier than foreseen. In turn, the internal qualification of the release was completed. The 2019 release 1 was deployed in June.

The capacity increase of the BMS database also progressed with the detailed design of the technical solution, which will be completed by the end of August. The factory acceptance tests (FAT) were also successfully completed, and internal tests will be performed in the second half of 2019.

The establishment of passive access to VIS for Bulgaria and Romania progressed with a slight delay. It is expected that the entry into operation will happen with the deployment of the 2020 release 1.

The project for the integration of Europol continued: the change request contract was signed and the compliance test campaign started in the end of June. The change is planned to be deployed with the 2019 release 2, planned for Q4.

The virtualisation of BMS has been deployed with the 2018 release 3, which was fully implemented in production, both on CU and BCU, on 24 April 2019. It means that BMS is now aligned with the new test environment.

The implementation of VIS / BMS end-to-end testing platform project progressed with some delay, and is under finalization. The objective of this project is the creation of a non-proprietary end-to-end test solution leveraging industry standard tools (covering functional and non-functional aspects) for VIS and BMS. The new Test Management platform is expected to be used before the end of the year.

The user software kit (USK) renewal project, aiming to find a USK tool for VIS / BMS, was put on hold in order to address the issue in the framework of the interoperability regulations, where synergies can be found between the different components and business domains operating with biometric data.

1.3 Secure communication infrastructure

During the period, the Agency operated the communication infrastructure and the communication systems, and delivered the required services to the Member States according to the legislative framework and the SLA.

Following the signature of the contract with the TESTA-ng II provider, the feasibility phase of the VIS communication infrastructure upgrade was kicked-off on 20 March and was finalised in June. In July, the inception phase started. The upgrade will substantially increase the capacity of the communication infrastructure, in order to allow EES and ETIAS to share it with VIS and BMS. The upgrade will be achieved through a combination of line upgrades and replacement of the Turnkey Access Points (TAPs) by new models at the sites where lines upgrade would be insufficient. A survey of the situation in the MS will be carried out during Q3 to evaluate the situation, including whether new equipment would be required for the line upgrades. Sandbox deployment will then be carried out, following by two pilot deployments, during December 2019 and February 2020. By the end of the upgrade in July 2020, the VIS communication infrastructure will have almost seven times higher capacity than before, and will be ready to support the entry into operations of EES and ETIAS. The current VIS communication infrastructure is a wide area network providing secured and highly available communication between the Member States national VIS systems and the central VIS, and a high-speed point-to-point connection between the technical site in Strasbourg and the backup site in Sankt Johann im Pongau, for VIS /BMS database synchronization. This link is also used for the monitoring and management of all of the business systems. The Agency also progressed with the validation of the second encryption layer in VIS production networks.

The upgrade of TESTA-ng SIS network, started in 2018, continued during the reporting period. The primary sites for Switzerland, Poland and Portugal were already upgraded to 100 Mbps in 2018. For the primary sites of Austria, Germany and the Netherlands, the onsite build solution was agreed, so upgrades have been done within existing TAPs, without the need for another rack at their data centre. Following the completion of this first step, the overall upgrade to accommodate AFIS functionality and to cover future operational needs was started. A feasibility study on TAP testing for the central sites at a bandwidth of 5 and 10 Gbps was finalized. The contractor also started to test the Member States Model 2 TAP, together with the support of Italy and Sweden. Starting in November 2019, upgrades will be made for three sites per month, the slow-pace solution opted for by the Commission and eu-LISA for budget reasons. The contract foresees first an upgrade to 50 Mbps, with the possibility to extend to 100 Mbps at a later stage, depending on the needs.

Following the hand-over by the European Commission to the Agency, in 2018, of the tasks related to the communication infrastructure of VIS and SIS, the activity was successfully completed in 2019 with the last budgetary transfer of the SIS line made in March 2019.

2. Development and implementation of new systems

2.1 EES

The Agency is responsible for implementing all the activities related to the development, implementation and operational management of EES, as well as connecting Member State border infrastructures to EES. This will be done via the National Uniform Interface (NUI), which is identical across all Member States as it is based on common technical specifications. eu-LISA will not only develop this interface but also coordinate the integration of the NUI by the Member States at their national level. In addition, eu-LISA is to host the other external interface of EES – the Web Service (WS) – which is to provide services to third country nationals wishing to verify their authorised length of stay. The WS will also function as a gateway for carriers, to check whether a third country national with a short-term visa, issued for one or two entries, has already reached the number of entries authorized by the visa. Both the NUI and the WS are new types of services which eu-LISA has not offered before.

On 17 May 2019, eu-LISA kicked off the framework contract for the development of the EES system. The tender was

won by a consortium of three companies: IBM Belgium, Atos Belgium and Leonardo. The overall ceiling of the EES framework contract is slightly over EUR 142 million for a maximum period of six years. The work on the development of the EES system started and is on schedule.

The phase 1 of the EES BMS restricted call for tender was launched on 20 June 2018. The submission date for tenders was 1 October 2018, and it was followed by the evaluation, which was finalised. The Agency was subsequently ready with the tender technical specifications by the middle of February 2019. Considering the substantial progress achieved by then with the interoperability regulations (which eventually entered into force on 11 June 2019), eu-LISA and the Commission considered it beneficial to discuss available options to reflect that progress into the EES BMS tender. After several rounds of bilateral discussions, eu-LISA and the Commission concluded in a joint note that the scope of the tender should be expanded to cover the migration to sBMS of VIS, SIS II, EURODAC and ECRIS-TCN. This option required the cancellation of the procedure LISA/2018/RP/02 EES BMS, which happened on 08/04/2019. The new call for tender, which includes both the EES BMS and the new sBMS, was launched (Phase 1) on 7 May 2019. The submission deadline was until 26 June. The launch of the Phase 2 is planned for the end of July, and the signature of the framework contract is expected in December 2019. With this approach, the Agency has estimated that 9 to 12 months will be saved for the implementation of the interoperability regulations.

The EES User Software Kit (USK), a tool needed to ensure the quality of biometric data, is part of the sBMS call for tender scope. An internal requirement consolidation exercise for the USK was completed with the involvement of the EES, VIS, SIS and Eurodac team.

In line with the indicative planning, eu-LISA started working on the VIS-EES interoperability. The Agency contacted the VIS contractor and requested an assessment of the impact of EES regulation on VIS. The definition of the functional specifications has been initiated in April 2019, and the complete assessment is expected to be completed by Q3 2019. The new VIS technical document (Interface control document – ICD) is expected to be delivered to the Member States by August 2019. Member States have been requested to participate in the ICD review. In order to ensure timely progress, three Change Management Group meetings were organised, in April, May and June 2019. The document is expected to be formally endorsed by the VIS formation of the SIS/VIS Committee in August 2019 and delivered to the Member States by the end of the same month. In order not to impact the sBMS tender procedure, the BMS related changes will be addressed in Q4 2019.

The first informal meeting of the Working Group for Carriers, jointly organised by eu-LISA and the European Commission, took place on 4 June 2019 in Brussels. The aim of the meeting was to provide carrier associations, representing the air, waterborne and road passenger transport industries, with information on carriers' obligations under the EES and ETIAS regulations. 40 participants, from 17 carrier representative entities, attended the meeting and have been invited to react and provide their initial feedback.

2.2 ETIAS

The Agency is responsible for the technical development and implementation of ETIAS, including the ETIAS watchlist, the National Uniform Interface (NUI) and the communication infrastructure.

During the first half of 2019, the Agency established the necessary ETIAS governance bodies. On 1 February 2019, the ETIAS Programme Management Board (PMB) convened in Strasbourg for the first of its monthly meetings. As per the ETIAS regulation, the remit of EES Advisory Group was extended to cover ETIAS, and the first meeting of the combined EES-ETIAS AG took place on 13-14 March at the Agency's headquarters in Tallinn. The second day of the meeting was dedicated to ETIAS, and discussions focused on levels of preparations, state-of-play for implementation and future steps.

The ETIAS development project has progressed according to the schedule, starting with the preparatory phase and the high-level planning. The preparation of the tender technical specifications and tender procedure were started. The

Agency continued its support to the European Commission in the drafting and analysis of the implementing and delegated acts. Furthermore, the recruitment of additional staff for the ETIAS team continued. The tender procedure is planned to be launched at the end of August, with a target date for completion during the first quarter of 2020.

2.3 Interoperability

The Regulation (EU) 2019/817 on establishing a framework for interoperability between EU information systems in the field of borders and visa, and the Regulation (EU) 2019/818 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration entered into force on 11 June 2019.

Following the entry into force of the regulations, the Agency initiated three work streams: the recruitment of new staff, the preparation of the tender technical specifications and the procurement procedure, and the support to the European Commission and the Member States for the preparation of the delegated and implementing acts. The Agency however anticipated the development of interoperability components within other new developments. In particular, the shared biometric matching service (sBMS) and the central repository for reporting and statistics (CRRS) will be developed as part of EES development, the European search portal (ESP) and the common identity repository (CIR) will be developed as part of ETIAS development; the multiple-identity detector (MID) will be developed separately.

Besides, eu-LISA co-organized the high-level forum on the implementation of the new architecture for EU information systems for borders and security on 05 March. The aim of the forum was to take stock of the preparedness to develop and implement the interoperability components. eu-LISA presented at the forum its roles and responsibilities.

2.4 ECRIS-TCN

The Regulation (EU) 2019/816 establishing a centralised system for the identification of Member States holding conviction information on third-country nationals and stateless persons (ECRIS-TCN) to supplement the European Criminal Records Information System entered into force on 11 June 2019. According to this regulation, eu-LISA is responsible for the development and for the operational management of ECRIS-TCN. As with the development of other new systems, eu-LISA started three work streams for ECRIS-TCN: the preparation of procurement, the recruitment of new staff and the support to the preparation of implementing and delegated acts. The first meeting of the ECRIS-TCN Expert Group was held on 1 July.

2.5 Monitoring of research

In accordance with its new establishing regulation⁶, the Agency progressed with the preparation of its strategy for the monitoring of research. This included a broad consultation of eu-LISA stakeholders' community, from Member States and Advisory Groups to industry and academics. The research strategy is planned to be finalised by the end of the year, and will detail how research and technology monitoring activities will support the objectives of the Agency in the development of new systems and the operational management of large-scale IT systems.

3. Other key activities

3.1 Security

In March 2019, the Management Board adopted the SIS II Exercise 2018 report. The exercise was organised in 2018 and its purpose was to test the security, the business continuity and the disaster recovery capabilities of the SIS. It was successful and brought a number of useful findings and opportunities for improvement, as well as important lessons

⁶ Regulation (EU) 2018/1726

learned. Following the adoption of the report, a plan for the implementation of the security exercise recommendations was prepared. 48 short-term recommendations will be implemented by the end of 2020, six mid-term recommendations by the end of 2021 and one long-term recommendations by end of 2022. A specific recommendation on data loss prevention in case of failover was discussed by the SIS Advisory Group during its May meeting. The proposal of the Agency was considered by the AG, both for a short-term workaround and a long-term solution in the context of an active/active architecture for all business systems. This topic will be discussed further in the framework of the SIS recast.

Three preparatory meetings for Eurodac exercise 2019 were held during the reporting period. The meetings gathered participating Member States and exercise planners from eu-LISA. The preparation included the exercise scenario options, the exercise environment and the introduction to the participants of the cyber exercise platform. The Eurodac Exercise 2019 is scheduled to take place on 5-6 November 2019.

On 2-3 April eu-LISA hosted the 10th Security Officers Network (SON). The network, composed of security officers from the Member States, eu-LISA, the Commission, Europol and Eurojust, discussed the security and resilience aspects of the current and upcoming large-scale IT systems.

On 21-22 May, eu-LISA hosted the Business Continuity Network at its premises in Strasbourg, gathering business continuity (BC) experts from EU institutions and agencies. The meeting, the third of its kind during the past years, is coordinated by three agencies: eu-LISA, ACER and GSA, and aims to create a forum for exchanging best practices and knowledge in the field of business continuity. One of the focus sessions of the event addressed business continuity exercising, and participants discussed ways to enhance the preparedness for disruptions through testing of the BC plans and engaging the staff to practice their roles. The network is currently looking into creating interest groups, focused on aspects like training and e-learning, sharing of resources, testing and governance, technology and innovation, which would support the interested agencies and institutions in developing common resources and sharing knowledge for an increased resilience.

3.2 Provision of systems training to Member States

During the reporting period, eu-LISA started the delivery of the foreseen 2019 Training Plan activities. The second cycle of the VIS development training programme for IT operators (DTPITO) continued with the delivery of an intermediate level (L2) training on 6 March in Strasbourg. The aim of the course was to introduce the VIS operational system principles and technical aspects, and to provide a detailed overview of the operations to the target audience of Single Point of Contact (SPoC) managers and senior operational staff. The VIS DTPITO finished with advanced level (L3) training, which was held in Tallinn on 3-4 April. It was the first training activity for Member States taking place at eu-LISA's new headquarters.

The Eurodac DTPITO 2019 started with the delivery of entry level (L1) training on 9 April in Strasbourg, introducing the Eurodac operational system principles, technical aspects and providing an overview of its operations. The intermediate level (L2) training was held on 6 May in Strasbourg, and provided a comprehensive overview of SPoC channels of communication with eu-LISA Service Desk, introduced related best practices in exercising SPoC's responsibilities, and gave an overview of the roles of respective entities. The advanced level (L3) training was organised on 12 June 2019 in Tallinn, aiming at the improvement of general usage of Eurodac system by providing the latest and most detailed information and experience on Eurodac technical/business topics.

In the SIS context, a series of webinars dealing with updated statistics and results of data consistency checks (DCC) for countries undergoing Schengen evaluations were delivered. SIS II SPoC profile course was delivered on 4-5 June in Strasbourg, and was designed to provide a comprehensive explanation of the operational concepts that are necessary to adequately perform the role of SPoC at the national level in day-to-day tasks. Newcomer programme for Ireland was also delivered in June.

In the end of June, a group course on SIS II for SIRENE – operational was organised jointly with CEPOL, to provide an overview of the SIS II technical topics of relevance for the SIRENE community.

Finally, in the EES context, the Agency continued with its preparatory activities for Member States training, in particular working towards the design of a training on the technical use of the EES. A training needs analysis exercise was completed in March 2019, after discussion with Member States in the EES AG. It focused on a definition of target audiences, training topics and expected outcomes of trainings. The preparations continued with a focus on the pre-deployment phase training, where three main target groups were identified and, following the training topics proposals received, relevant technical training curricula were drafted.

In the reporting period, all courses delivered were accompanied by their e-learning component. In particular, the very first self-directed fully e-learning module, SIS SIRENE essentials, was delivered. It is a high-level overview of the topics relevant for every person working in the SIS environment, constituting an integral part of the new profile-based SIS pilot courses.

3.3 Partnerships

Partnerships with the Member States, EU institutions and other stakeholders

The Agency continued to closely monitor and, when requested, support with its technical expertise negotiations on various files, both in the Council of the EU and the European Parliament. This facilitated the adoption and entry into force (on 11 June 2019) of the regulations on Interoperability⁷ and ECRIS-TCN⁸. It also contributed to the progress in negotiations on the VIS recast regulation and provided support to the European Commission on the discussion on the new Eurodac regulation.

Within the context of the implementation of the Entry/Exit System (EES) and the European Travel Information Authorisation System (ETIAS), the Agency continuously provided support to the European Commission and the Member States with the preparation of the implementing and delegated acts, and actively participated in the Smart Borders Committee discussions. The joint EES-ETIAS Advisory Group began their meetings on 13-14 March 2019. The working group for ICT solutions for the Member States with external land and sea borders concluded its activities with the adoption of recommendations on 23 March 2019. The WG worked under the umbrella of the EES-ETIAS AG and met five times between November 2018 and March 2019, with a scope to identify a viable solution and a common architecture for the implementation of EES at the external land and sea borders. Following the conclusion of this WG, a working group for carriers was established also under the umbrella of the EES-ETIAS AG. The first meeting took place on 4 June in Brussels.

The Agency continued supporting the European Commission with its participation in the readiness study visits to Member States' capitals. During the first half of 2019, visits were organised to the Czech Republic, Slovakia, Portugal and Switzerland. The objective of these visits is to discuss the status of preparation at national level for implementation of EES, ETIAS, SIS recast and interoperability, in terms of budget, project management, national planning, pilot projects as well as risks and challenges. eu-LISA representatives also participated in a field visit to Croatia at Bajakovo and Tovarnik border crossing points (BCPs). The Bajakovo BCP is located on the main highway between Zagreb (Croatia) and Belgrade (Serbia), on the corridor connecting central Europe with the Western Balkans and South-East Europe. Over 6 million passengers and 2 million vehicles per year use this BCP.

eu-LISA provided inputs and substantial contributions to the relevant discussions of different Council Working Parties, to the European Commission and to several committees of the European Parliament. The Agency worked closely with the Romanian Presidency of the Council of the EU by providing expertise and advice when requested. On 28 January, the Agency hosted a preparatory meeting with the incoming Finnish EU Council Presidency team, and sustained the collaboration throughout the period.

⁷ Regulation (EU) 2019/817; Regulation (EU) 2019/818

⁸ Regulation (EU) 2019/816

Fully in line with the provisions of its legal basis and the expectations of its stakeholders, eu-LISA continued to particularly improve the EU's internal security posture. This included, among others, active participation in discussions on "Prüm Decisions", on the future of Prüm, and on the future of Information Management Strategy (IMS) for EU internal security in various formats (e.g. the Agency attended PRÜM workshops in Brussels on 27 March and 25 June).

eu-LISA facilitated the organisation of the ETIAS High-Level Seminar on 21 January 2019 in Warsaw, which was jointly organised by the European Commission, eu-LISA, Frontex/EBCGA and Europol. Almost 100 delegates from Member States and EU bodies participated in the seminar, which contributed to raising awareness of the role of EU and national actors in implementing ETIAS.

On 19-20 February, the Agency participated in the European Police Congress, the largest conference for internal security in the EU. eu-LISA organised a panel with Frontex, the Swedish Police Authority and EASO under the topic "Large-scale IT systems: Achieving balance in an area of Freedom, Security and Justice".

Partnership with other agencies

In the first half of 2019, close cooperation continued with partner agencies, in particular in the JHA community. cooperation plans for the period of 2019-2021 were drafted with Europol, FRA and CEPOL and the scope was discussed with EASO and Frontex/EBCGA.

eu-LISA actively contributed to the activities of the JHA Agencies Network (JHAAN), chaired in 2019 by Europol. Contributions were prepared and made to inter-agency discussions on interoperability and its components (in particular the Common Repository of Reporting and Statistics), innovation and research, administrative policies such as whistleblowing, external communication of the JHA agencies and relations with EU Institutions.

Close collaboration at operational level is carried out with Europol and Frontex/EBCGA to ensure the implementation of the EES and ETIAS regulations. Cooperation in the field of training has also been launched with CEPOL and Frontex, to ensure the training of their stakeholders at national level. Internal planning has been kicked off to plan the collaboration of eu-LISA with Frontex, Europol, Eurojust, CEPOL, and on certain topics also with FRA and EASO, to implement the provisions in the interoperability regulations.

eu-LISA also regularly supported Europol in setting up a new application for connecting to SIS and to ensure future access to relevant information after the set-up of its SIRENE office. Furthermore, eu-LISA assisted Europol with know-how in order to establish its connection to VIS.

Cooperation continued on the preparation of the technical, operational and security provisions linked to the future hosting of the Frontex back-up infrastructure at the data centre in Strasbourg, with the aim of creating synergies and saving costs among JHA agencies.

On 25-26 June 2019, eu-LISA participated in the annual meeting of JHA agencies Training Contact Points, organised by CEPOL, and in the Annual CEPOL Stakeholder Meeting at CEPOL premises in Budapest. The meetings allowed to jointly plan training of Member States in the area of interoperability in cooperation with partner agencies and share updates on the bilateral and multilateral cooperation initiatives among JHA agencies.

The Agency continued its cooperation with ENISA, following the signature of a Working Arrangement in 2018. In this context, ENISA participated in the preparatory meetings of the Eurodac security and business continuity exercise.

Schengen evaluations

Between January and June 2019, the Agency supported the Commission and the Member States in the following evaluation missions in relation to SIS/SIRENE: evaluation of the Czech Republic in March, evaluation of Poland in April and evaluation of Slovenia in June. In addition, the Agency supported the revisit to France, which took place in the last week of June. In relation to the Common Visa Policy, the Agency participated in evaluation of the Czech Republic in

January (with visits to Abu Dhabi and China).

Partnership with the industry

Following the publication of the report of the working group on ICT solutions for external land and sea borders, the Agency called on the industry to contribute with their thoughts on proposals presented. The working group elaborated substantial concepts on how expedited crossing of vehicles and pedestrians can be managed at the most challenging of the EU's external borders. It was the main objective of the 10th eu-LISA industry roundtable, held on 24 April in Bucharest, Romania. The goal of the event was to work towards concrete process and technology solutions that will be aligned with the mentioned concepts. Industry representatives have been asked to respond practically and propose seamless workflow solutions for consultation of large-scale IT systems, biometric sample enrolment and verification.

3.4 Communication

External communication

During the first half of 2019 the Agency has taken several steps towards improving its public information tools. These include an in-depth analysis of website needs, encompassing measures to ensure that future web developments are in line with both reliability and security requirements that will stem from EES and ETIAS related public platforms. Further to this, efforts to strengthen eu-LISA's online and social media presence are ongoing with users and reach growing steadily. eu-LISA's public website registered a 24% increase of the number of visitors in the first semester of 2019, to approximately 46 000, compared to 37 000 in the similar period of 2018. Figures at the end of June 2019 show that on average the Agency's Twitter activity generated close to 80 000 impressions per quarter, the number of Facebook followers surpassed 1 000 in June 2019. eu-LISA's LinkedIn audience is growing the fastest, reaching 2 000 at the end of Q2. Work on updating the Agency's visual identity has begun and will continue throughout the following months.

Work on providing updated information regarding the Agency's new mandate and creating awareness about the new IT systems in its portfolio are a top priority. eu-LISA's online communication tools are being kept up to date regarding all of the business related legislative phases and developments. New webpages, such as a dedicated area for the Working Group for Carriers, have been developed to ensure transparency and quality information for all stakeholders. Further to these efforts, posters, leaflets and roll-ups are being developed to use both in-house and at external events to boost visibility, not only for the Agency but also for the IT systems it runs.

Notable efforts have been made to raise awareness and share information to different stakeholder groups at pre-selected events. Thus, during the first half of the year, the Agency has been actively present with presentations and/or info stands at more than a dozen conferences, seminars or workshops (e.g. European Police Congress, Passenger Terminal Expo and Conference; International Conference on Borders and Security).

Internal communication

The eu-LISA Crisis communication plan has been prepared as part of the Crisis management and response plan of the Agency. Crisis communication trainings will be organised in the second semester as part of the information sessions on the Crisis management and response plan.

During the first half of 2019, the Agency carried out continuous targeted actions to improve the internal communication and information channels and tools. In line with the set priority, new design and additional thematic areas were introduced to the weekly newsletter at the beginning of the year. The internal communication team also improved the sharing of administrative and operational information with their colleagues, to highlight the outcomes of eu-LISA governing bodies meetings, taking into account the results of the 2018 staff satisfaction survey. Agendas, executive summaries and results of meetings are now distributed by email and made easily available on the Agency's intranet. Likewise, topic-specific staff assemblies have been initiated, organised in addition to the general quarterly face-to-face

meetings with the Executive Director, to tackle in a timely manner the important topics affecting the entire organisation. A short tutorial “10 quick facts about eu-LISA Corporate communication standards and guidelines”, which includes the updates deriving from the new establishing regulation, was prepared and introduced to the employees to facilitate a cohesive approach to business communication by all the staff members.

3.5 The Agency’s transformation programme: eu-LISA 2.0

The Agency launched in 2018 a transformation programme with the aim to deliver a new organisational structure, fitted to the eu-LISA new mandate. This programme, named eu-LISA 2.0, has been designed to ensure that the reorganisation process is open, transparent and involves the Agency’s staff. The programme was initiated following the assessment that the Agency would face a dual strategic challenge in the years 2019 to 2021 and beyond. On one hand, the Agency needs to continue delivering on its core operations, while on the other, it is significantly increasing its contribution to Member States, and the EU as a whole, through the development of new IT systems and services. In addition, eu-LISA will face through its future evolution a significant increase of staff, a need for more leadership, and a need for the development of new working models.

To ensure the success of this transformation, the Agency put in place a change management plan. During the reporting period, this programme has progressed significantly. The new organigram of the Agency has been finalised. It includes in particular a completely new structure for both the Operations Department and the Corporate Governance Department (former General Coordination Unit), with clearly mapped function-based sectors.

To ensure ownership of eu-LISA 2.0 within the Agency, a Task Force 2.0 was established, composed of eu-LISA staff, which besides the overall structure of the Agency, worked on the description of the new duties and functions of the sectors and units in the transformed Agency. Furthermore, the Task Force prepared the update of key corporate and operational processes, providing a full picture to the Management to proceed further with the definition of the Agency’s new operating model.

The selection procedure for heads of newly created units was concluded in May for the Operations Department, and is ongoing as of June 2019 for the reorganised General Coordination Unit (Corporate Governance Department). In the end of June, the Executive Director formalised the decision on the transfer to the new eu-LISA structure, and set the formal date for the change to be 1 September.

Throughout the transformation programme, consultations were organised and progress was regularly presented to the staff of the Agency, at various levels, from individuals to Agency level. This fostered the engagement of the staff in the transformation process, and will contribute to the successful implementation of the new structure.

A dedicated information platform named “eu-LISA 2.0” has been set up and continuously updated and promoted among the employees, and open forums in this space facilitated the continuous communication and discussions.

Dedicated staff assemblies on the transformation of the Agency were regularly convened by the Executive Director, to report on the status and progress of the work performed, and where questions and concerns raised by the Agency’s people were answered. This further facilitated a two-way communication with the Management team.

The Agency organised seven training sessions on the topic “responding positively to change”, both in Tallinn and Strasbourg. People in the Agency gained information on how to respond to change, on the importance of a positive approach to a changing situation and on the need to identify their role in the change process. Similar sessions have been organised for staff in a management role, to learn how to successfully lead change in the organisation, use relevant models to implement change, explore potential reasons of resistance and help individuals work constructively through the change.

Furthermore, the Agency created a branding around the organisational transformation (eu-LISA 2.0), supported with simple yet important activities such as videos, branded items or the invitation to workshops of high-level speakers. This contributed to the organisation transformation by contributing to the majority of the Agency people feeling positive

about the upcoming change.

The graph below presents the major milestones and timeline of the eu-LISA transformation programme. All milestones due during the reporting period have been met.

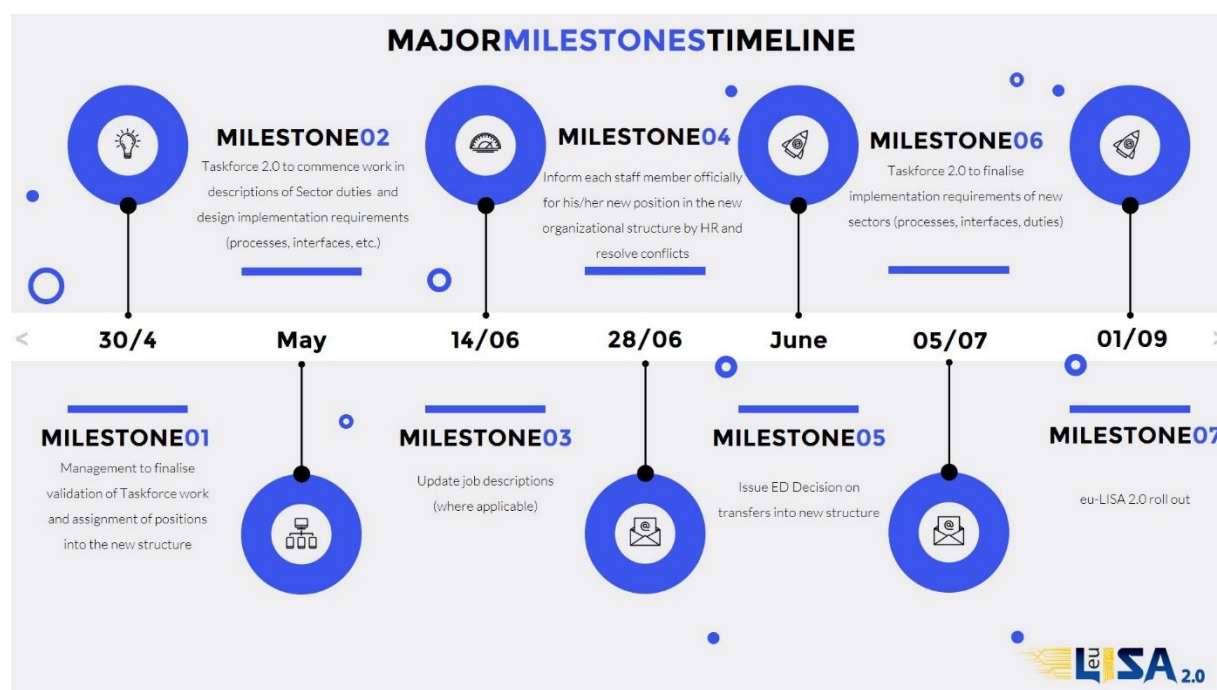


Figure 1: eu-LISA 2.0 - Major milestones timeline

3.6 Human resources

During the first half of 2019, the Agency continued growing at fast pace. As of 1 July, the total Agency headcount was 186, from 162 at the beginning of the year (Temporary Agents, Contract Agents and Seconded National Experts).

The following table provides a more detailed view:

Table 1: Actual and authorised headcount as of 1 July 2019

| Staff population | Authorised under EU budget for year 2019 | Actually filled as of 1.07.2019 | Occupation rate for 2019 - status on 1.07.2019 |
|------------------|--|---------------------------------|--|
| TA | 172 | 130 | 76% |
| CA | 88 | 48 | 55% |
| SNE | 11 | 8 | 73% |
| TOTAL | 271 | 186 | 69% |

Concerning the recruitment of additional staff and staff to replace the leaving agent, out of 80 procedures in the 2019 recruitment plan, 27 are closed and 30 with the status of job offers accepted or a reserve list being established. The other ones are at different stage of the process, and will continue to progress in the next semester.

The Agency advanced the development and implementation of IT tools in the field of HR, such as Sysper or iLearn for individual objectives and training requests. Technical trainings related to operations were organised as planned, and the volume and level of satisfaction reached the expected levels.

4. Major risks during the reporting period

The following table shows the ranking of 8 corporate risks for eu-LISA as of the end of June 2019:

| Ranking | Risk description |
|---------|--|
| RISK 1 | <p>The measures already taken might not be sufficient to ensure that the sizing of the data centre capacity will enable the Agency to host future systems.</p> <p>The data centre footprint might be a limitation to host additional platforms supporting new projects such as EES and ETIAS and thus hampering the Agency to execute new entrusted activities.</p> <p>Qualitative Analysis Probability: 3.9</p> <p>Qualitative Analysis Impact: 2.8</p> <p>Risk Response: Mitigate</p> |
| RISK 2 | <p>Organizational instability arising from the Agency restructuring.</p> <p>The reorganisation, while seeking to enhance the Agency's capabilities to deal with the challenges of the future, creates significant change in the short term which risks creating instability in terms of human resources and organisational processes.</p> <p>Qualitative Analysis Probability: 3</p> <p>Qualitative Analysis Impact: 2.9</p> <p>Risk Response: Mitigate</p> |
| RISK 3 | <p>Threat of significant cost increase of communication infrastructure.</p> <p>As the Agency is bound to the DIGIT framework contract TESTA-ng, there is significant risk of increased costs due to the soon-to-be negotiated extension of TESTA-ng.</p> <p>This extension is required to bridge the gap to the successor contract FPEN (Future Pan European Network).</p> <p>Qualitative Analysis Probability: 2.7</p> <p>Qualitative Analysis Impact: 3.1</p> <p>Risk Response: Mitigate</p> |
| RISK 4 | <p>Proper allocation and balancing of resources might be hampered by the lack of people, procedures and tools. Also, there is an increasing risk of discrepancies between statutory staff present and activities to be undertaken, which might negatively affect the Agency's work and possibly its business continuity.</p> <p>Year n-1 budget implementation/cancellation of appropriations.</p> <p>Lack of mature and efficient resource management tool and procedure to cope with the amount of projects and shortage in resources could lead to activities that could be significantly delayed and increases the rework of the planning.</p> <p>In addition, according to the financial regulation, the budget should comply with the principle of annuality. The carry-forward of commitment appropriations (via global commitments) for operational expenditures and the carry-over of payment appropriations for administrative expenditure from previous year budget (n-1) absorbs resources (in form of FTEs) required for the implementation of the current year budget (n) and increases the risk of cancellations of appropriations.</p> <p>Qualitative Analysis Probability: 2.9</p> <p>Qualitative Analysis Impact: 2.8</p> <p>Risk Response: Mitigate</p> |

| | |
|--------|--|
| RISK 5 | <p>Potential temporary loss of some external support functions due to transition to a new framework contract.</p> <p>The framework contracts under which external support contractors are provided to the Agency will end in the coming 12 month period. The contracts of most contractors end at this time, leading to a likely significant departure of contractors at the same time. Depending on the arrangements for a future framework contract, there may be a period in which the support services provided by these contractors are not offered. Given the key role played by many (see issue of dependence on non-statutory staff), there is a risk of significant impact on business continuity.</p> <p>Qualitative Analysis Probability: 2.9</p> <p>Qualitative Analysis Impact: 2.5</p> <p>Risk Response: Mitigate</p> |
| RISK 6 | <p>Breach of confidentiality: accidental public exposure of sensitive procurement information.</p> <p>Accidental exposure of sensitive procurement information which can lead to creation of competitive advantage, facilitate bid rigging situations, may weaken the Agency's reputation and brings to tender cancellation or ex-post litigation issues.</p> <p>Qualitative Analysis Probability: 3.4</p> <p>Qualitative Analysis Impact: 1.8</p> <p>Risk Response: Mitigate</p> |
| RISK 7 | <p>Agency's incapacity to marry future-oriented work and current system maintenance work with the structures and procedures already in place (learning, on-boarding etc.).</p> <p>The Agency is facing an upcoming period in which extensive systems development is foreseen. This will have to be accomplished alongside continued dedication to current system maintenance and evolution. Although the work is different, both strands will have to be integrated and knowledge obtained through operational management work utilised for new systems development. This brings challenges in terms of new staff integration, current staff training, adaptation to new processes, etc.</p> <p>Qualitative Analysis Probability: 2.2</p> <p>Qualitative Analysis Impact: 1.8</p> <p>Risk Response: Mitigate</p> |
| RISK 8 | <p>Outsourcing of Corporate IT.</p> <p>The foreseen outsourcing plan of Corporate IT includes a level of confidentiality, integrity and availability risks that potentially result in negatively affecting performance, security and quality of services, e.g. large geographical distance between the site of service delivery and eu-LISA or lack of control over elevated privileged users.</p> <p>Qualitative Analysis Probability: 2</p> <p>Qualitative Analysis Impact: 1.5</p> <p>Risk Response: Mitigate</p> |

The source for the corporate risks is the annual risk collection and assessment phase, performed by the middle of the year by eu-LISA's management (management committee members and heads of sector). The risks raised are assessed by the stakeholders in terms of qualitative analysis (outcome is average probability and impact) and quantitative analysis when possible (expected risk value).

The corporate risks are discussed and confirmed during the annual corporate risks workshop and a risk owner is assigned.

The agreed response plans for the risks identified in 2018 have been followed-up during the first semester of 2019 and will be maintained until the risk is closed.

5. Progress per area

5.1 Application management and maintenance

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|--|---|---|---|
| 2.2.1.3 | The Member States receive a reliable service from the Eurodac system | Eurodac maintenance | Conformity with the Eurodac SLA and Eurodac-related corporate KPIs | On target | Ongoing | Activities including application management for continuous service provision through system & SLA monitoring, incidents resolution, weekly follow-up of incident and problem management meetings, ITSM processes follow-up. |
| 2.2.1.4 | The Member States are receiving reliable and uninterrupted DubliNet services | DubliNet maintenance | Set up and adherence to the DubliNet operational SLA | On target | Ongoing | The SLA and operator's manual drafting is ongoing. |
| 2.3.1.21 | The central Eurodac and the national systems are technologically aligned. The Member States are enabled to efficiently communicate with Eurodac and comply with the new legal requirements and new types of transactions. | Change Eurodac communication model to web services | Adherence to the agreed project scope, budget and timeline. | On target | Ongoing | Experts group was created. 1 st meeting already took place and technical approach was agreed on. Technical review of asylum data representation in UMF is ongoing. |
| 2.3.1.16 | Eurodac in line with the recast provisions and sized properly to allow compliance of the Member States with the new legal basis. | Eurodac recast phase 1 - updates as per recast proposal: search storage of categories 1, 2 and 3, new biographical / biometric data, capacity upgrade and face recognition study | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |
| 2.3.1.17 | The Member States are facilitated through the use of Eurodac in establishing the identity of irregular migrants and can comply with European return policies | Eurodac recast phase 2.1 - inclusion of passport copies and other identity documents to Eurodac | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |
| 2.3.1.18 | The Member States can handle resettlements (under EU and national schemes) through | Eurodac recast phase 2.2 - managing resettlements in Eurodac | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|--|---|---|---|
| | Eurodac and can act in compliance with the legal basis (Eurodac recast \u20142014 resettlements proposal) | | | | | |
| 2.3.1.19 | Eurodac in line with the new legal provisions, enabling the Member States to perform alphanumeric searches and better exploit the data registered in Eurodac for law enforcement purposes. | Eurodac recast phase 2.3 - alphanumeric searches to Eurodac | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |
| 2.3.1.20 | Eurodac in line with the new legal provisions and providing increased matching accuracy through multimodal biometric capabilities | Eurodac recast phase 3 - implementation of face recognition in Eurodac (based on study outcomes) | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |
| 2.3.1.33 | New system in place in line with the new legal provisions, allowing the Member States to implement the European asylum policies | Dublin automation system | Adherence to the agreed project scope, budget and time | n/a | n/a | Pending adoption of corresponding legal basis. |
| 2.2.1.6 | SIS II system available and within SLAs in 2019 | SIS II maintenance | Conformity with the SIS II SLA and SIS II-related corporate KPIs | On target | Ongoing | Central system maintenance was provided on time, all monthly reports were delivered on time and all have been reviewed and accepted. Incidents are being handled in a satisfactory way. |
| 2.2.1.7 | SIS II AFIS system available and within SLAs in 2019 | SIS II AFIS maintenance | Conformity with the SIS II SLA | On target | Ongoing | Central system maintenance was provided on time, all monthly reports were delivered on time and all have been reviewed and accepted. Incidents are being handled in a satisfactory way. |
| 2.2.1.8 | Support to national systems properly delivered | SIS II support to Member States (including integration of new users) | Quality and time of Member States integration Member States testing adherence to the plan | On target | Ongoing | eu-LISA provided support for FR and PT for their infrastructure upgrades. Furthermore, eu-LISA conducted qualification tests with RO for their new SIRENE infrastructure. SE performed a new infrastructure qualification and LU, MT, NO, SI are all doing informal testing and will potentially run formal campaigns in the future. eu-LISA continued testing with Ireland to their integration into the SIS II. Successful qualification campaigns were done as well to test the disconnection of a Member State from the Central system. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|--|---|---|---|
| | | | | | | The works for the integration of Ireland continued with the delivery of training towards the future operators of the IE.SIS. A significant amount of time was invested into testing the changed ICAO transliteration rules with the Member States and ensuring that no regression could be observed. As on-going activities, there was continued support to CZ, IS, LU, MT, PL, SI, SK, and FR for their different maintenance activities, covering all three maintenance domains, namely corrective, adaptive and evolutive maintenance. |
| 2.3.1.5 | New SIS central system releases including the new SIS core functionalities identified in the recast legal instrument (return decision not included) | New SIS legal framework | Adherence to the required project scope, budget and time | On target | Ongoing | The SIS recast PMF was established. The project was initiated and started with the procurement phase. |
| 2.3.1.6 | A new SIS central system release including return decision functionalities | SIS return decision | Adherence to the required project scope, budget and time | On target | Ongoing | The project was initiated and started with the procurement phase. |
| 2.3.1.11 | New SIS II central system cost-efficient state-of-the-art search functionalities. Additional query and alerts capacity. Prepare search engine module for national systems. | New search engine and Oracle upgrade for SIS II, improving availability and considering transcription aspects | 1. Timely delivery 2. Manage budget within boundaries 3. Quality of the delivery | On target | Ongoing | ICAO upgrade activity was kicked-off with the MWO team in March. The project for increase capacity of queries was kicked-off on 1 April. |
| 2.3.1.22 | This project will provide additional biometric capabilities to the Member States. | Implementation of SIS II AFIS Phase 2 | Adherence to the required project scope, budget and time | On target | Ongoing | The AFIS Phase 2 project was kicked-off on 16 April. |
| 2.3.1.12 | SIS Application will provide better accuracy for queries using MRZ | Deployment of automated batch processes for the adaptation of existing CS-SIS alerts | Timely delivery Manage budget within boundaries Quality of the delivery | On target | Ongoing | The build of the release embedding ICAO changes has been completed, the release has been qualified internally and is ready for the official qualification. All deliverables are accepted. |
| 2.2.1.5 | VIS/BMS behave as per requirements and events preventing the system to behave appropriately are managed in a timely manner so that performance remains within the SLA with the end-users. | VIS/BMS maintenance | Adherence to the VIS/BMS SLA | Below target | Ongoing | During Q1, there was no breach of SLA. Two deliverables were rejected by the quality control leading to minor penalties. During Q2, a defect was found in release 18_R3. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|---|---|---|--|
| 2.3.1.7 | VIS and BMS are improved and evolved to adapt to business needs and legislative changes | Implementation of VIS/BMS end-to-end testing platform (continuation from 2017 and 2018) | Adherence to the required quality, budget, time and scope | Below target | Partially | Testing quick wins were achieved. Other work packages have been delayed because of the duration of request for change validation, delivery and installation of the hardware, security audit and data protection checks in production |
| 2.3.1.8 | Delivery of a fingerprint quality standard document to which all Member States using custom acquisition tools will have to comply and the delivery of a customised MorphoKit with required central support for its national release | USK renewal (continuation from 2018) | Adherence to the required project scope, budget and time | Below target | On hold | The user software kit (USK) renewal project, aiming to find a USK tool for VIS/BMS, was put on hold in order to address the issue in the framework of the interoperability regulations, where synergies can be found between the different components and business domains operating with biometric data. |
| 2.3.1.9 | Appropriate continuation of an existing service provided by eu-LISA to Member states | BMS database increase (Phase 1, continuation from 2017 and 2018) | Adherence to the required project scope, budget and time | Below target | Partially | 85% of the detailed design documentation was delivered, reviewed and approved, to be completed by end of August 2019. The FAT was successfully completed and the related report was accepted. Internal tests will be performed between end-July and end-October 2019. |
| | VIS and BMS are improved and upgraded to adapt to business needs and legislative changes | Tuning of BMS transactional throughput (continuation from 2017) | Adherence to the required quality, budget, timeline and scope | Below target | Partially achieved | The detailed design of the technical solution has been partially completed, because of interdependencies with other projects. The BMS virtualisation has been deployed on pre-production environment and on production environment. The Transactional throughput tuning test has been finalized and accepted. However, because of dependencies with other projects (BMS increase) and the need to test throughput outside any release, the plan to perform the production changes has moved to Q2 2020. |
| 2.3.1.13 | VIS system is able to manage up to 100 MIO visa applications, satisfying the future business needs. | VIS capacity increase to 100 million visa applications (continuation from 2017 and 2018) | Adherence to the required project scope, budget and timeline | Beyond target | Ongoing | The preparation of the release for the qualification phase has been handled ahead of the plan. As such, the changes inherent to the project were included in a release earlier than foreseen, i.e. 2019 release 1 instead of 2019 release 2. |
| 2.3.1.14 | Europol can connect and use VIS system as per legal basis | VIS new users integration: Europol | Adherence to the required project scope, budget and timeline | On target | Ongoing | The offer was accepted in February and the contract was signed on 1 March. The compliancy test campaign started on 24 June. |
| 2.3.1.15 | BG and RO can use the VIS system as per legal basis | Granting of passive access for Bulgaria and Romania to VIS | Adherence to the required project scope, budget and timeline | Below target | Ongoing | Impact assessment report was delivered in Q2 instead of Q1 due to ongoing discussions about function point analysis and charging. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|--|---|---|---|
| 2.3.1.23 | Reduced total cost of ownership of the systems, better service for the stakeholders, increased usability, enhanced access control and new capabilities for the systems | Implementation of the regulations on establishing a framework for interoperability between EU information systems | Adherence to project scope, budget and timeline | On target | Ongoing | The activity started following the entry into force of the legal instruments in June 2019. |
| 2.3.1.37 | The Member States, Commission and management of eu-LISA and teams of eu-LISA having more information on the use and functioning of the application through an easy interface. Efficient solution for developing quickly new reporting solutions. | Central repository for reporting and statistics implementation to improve automated reporting and statistics generation phase 2- unification of the reporting of all our systems (continuation from 2017) | Adherence to the required project scope, budget and timeline -Amount of existing reports transposed in this solution -Amount of reports produced -Time to implement new reports -Use of the remote capability to produce reports | On target | Ongoing | Work order was signed, supplier selected and the study design started in May and will be finalised in November. |
| 2.3.1.34 | Supporting the Member States in achieving smarter and more secure border management | EES implementation | Adherence to the required project scope, budget and timeline | On target | Ongoing | EES tenders: Phase 1 of the EES BMS restricted Cft was launched on 20 June 2018. Submission date for candidatures was the 1st of October 2018, followed by the evaluation which is finalised. The Agency was ready with the technical tender specifications (TTS) and related annexes in the middle of February. Meanwhile, the interoperability regulations were published on 22th May 2019. Considering the substantial progress achieved with it, eu-LISA and the Commission considered it beneficial to discuss available options to reflect that progress into the tender. After several rounds of bilateral discussions, eu-LISA and the Commission concluded in a joint note that the scope of the tender should be expanded to cover the migration to sBMS of VIS, SIS II, EURODAC and ECRIS-TCN. This option required the cancellation of the procedure LISA/2018/RP/02 EES BMS, which happened on 08/04/2019. The new actual date for phase 1 is 6/5/2019 (Q2 2019). The new planned date for the phase 2 launch is end of July 2019 and the new planned date for phase 2 completion is Q4 2019. Award of EES core contract: Owing to changes in the initial scope of the TTS coming from MS (need for a Workflow Engine enabling automated workflows at |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|--|---|---|--|
| | | | | | | borders) the initially planned date for phase 2 was shifted to 8/10/2019. Subsequently, the evaluation period and award were concluded in the first days of April (start of Q2 2019). The FWC was signed in 10/5/2019. VIS MWO contract: The service request for the amendment of VIS (new functionalities, upgrade of HW / SW, testing, integration) is expected to occur in Q3 of 2019. The project was split in two areas (ICD change and actual upgrade) but since functional changes have first to be exactly identified and measured using functional points, there was a slight delay in finalising the scope of VIS ICD, thus shifting the actual upgrade part towards Q3 2019. The VIS ICD related Service Request was signed on 29/3/2019 (Q1 2019). The VIS draft ICD that sets out the changes / updates was distributed to MS experts for review on 5th July. |
| 2.3.1.35 | ETIAS is developed according to the relevant regulation to provide Member States with a new system to assess the risk prior to entrance into the Schengen area of visa-exempt third-country nationals. | Implementation of the European Travel Information and Authorisation System (ETIAS) | Adherence to the required project scope, budget and timeline | On target | Ongoing | The ETIAS project has progressed according to the schedule, starting with the preparatory phase and the high-level planning. The preparation of the tender technical specifications and tender procedure were started. The recruitment of additional staff for the ETIAS team continued. |
| 2.3.1.36 | Supporting the Member States in achieving smarter and more secure border management | ECRIS-TCN implementation | Adherence to the required project scope, budget and timeline | On target | Ongoing | The activity started following the entry into force of the legal instrument in June 2019. |
| 2.2.1.2 | Core business systems and Member States receive a reliable service of the applications including databases | 24/7 second-level application support for operational management of the core business systems | Adherence to the operational SLA of the applications | On target | Ongoing | Services and activities continuously provided with 24/7 shift work and additional specific standby duty |
| 2.3.1.10 | A new test environment with similar capacity to Pre-Production | Test environment upscale to 100% of pre-production environment (phase 1) | Adherence to the required project scope, budget and timeline | On target | Ongoing | The project was started and is proceeding on schedule with the preparation of the impact assessment report. |
| 2.3.1.24 | Ability of Eurodac to meet availability target as specified in the legal basis; reduced manual effort to produce standard statistical and data quality reports for Eurodac; increased | Impact Assessment for implementation of (1) active-active configuration, (2) Central repository for reporting and statistics and (3) | 1. Studies delivered on time. 2. Studies delivered within budget. 3. Quality of deliverables | On target | Ongoing | The scope of the studies has been changed to consider all systems. 2 studies are now carried out: (1) Impact assessment and cost benefit analysis for the active-active configuration and (2) CSI. The CRRS part is carried out in the activity Ref. 2.3.1.37. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|-----------------------------|---|---|--|
| | efficiency of operational management of Eurodac | Common shared infrastructure for Eurodac | meet standard of the Agency | | | (1) The contract has been signed with an independent contractor to carry out one single study that will cover the impact assessment and cost-benefit analysis for all systems. (2) CSI: Roadmap alignment for CSI implementation for existing systems was completed in Q2 |
| 2.3.1.25 | Ability of SIS II to meet the availability target of 99.99% as specified in the legal basis; reduced manual effort to produce standard statistical and data quality reports for SIS II; increased efficiency of operational management of SIS II | Impact Assessment for implementation of (1) active/active configuration, (2) central repository for reporting and statistics and (3) common shared infrastructure for SIS II | | | | |
| 2.3.1.26 | Ability of VIS to meet availability target of 99.99% as specified in the legal basis; reduced manual effort to produce standard statistical and data quality reports for Eurodac; increased efficiency of operational management of Eurodac | Impact Assessment for implementation of (1) active-active configuration, (2) central repository for reporting and statistics and (3) common shared infrastructure for VIS | | | | |

5.2 Operations and infrastructure

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|---|---|---|--|
| 2.2.1.1 | Core business systems and Member States users receive efficient and reliable services as first-level of support and communication via the agreed communication channels. | 24/7 first-level support for operational management of the systems - eu-LISA Service Desk | Service desk performance indicators; Annual customer satisfaction survey. | On target | Ongoing | System users receive efficient and reliable first-level support services |
| 2.2.2.1 | Core business systems and the Member States receive reliable services, following effectively the eu-LISA ITSM framework usage. | eu-LISA ITSM framework maintenance and development | Adherence to the required project scope, budget and timeline | On target | Ongoing | Process controls are in place, respective KPIs are measured, SMg consultancy is ongoing. |
| 2.2.1.9 | Both core business systems and Member States receive a reliable | Operational management/daily | Conformity with core business systems and CSI SLAs | On target | Ongoing | Conformity with core business systems and common shared infrastructure SLAs is checked and demonstrated. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|---|---|---|--|
| | infrastructure in line with agreed SLAs | system management operations | | | | |
| 2.2.1.10 | The Member States receive a reliable service from the core business systems | Operate, manage and maintain the backup data centre and backup technical site in St. Johann im Pongau, Austria | Number of issues of eu-LISA's BCU infrastructure that interrupt the services of the core business systems towards the Member States | On target | Ongoing | Checks of BCU performance against related SLAs are performed. |
| 2.2.1.11 | Core business systems and Member States receive a reliable service from the communication infrastructure and related communication systems | Operational management of the communication infrastructure and the related communication systems | Conformity with the communication infrastructure SLAs | On target | Ongoing | Reliable communication infrastructure and communication systems have been delivered to the Member States. |
| 2.2.1.12 | Communication infrastructure behaves as per requirements. Events preventing the system from behaving properly are managed in a timely manner so that performance remains within the SLA | Regular operational management of the communication infrastructure contracts (budget execution, acquisition, renewal, contract management) | Adherence to communication SLA | On target | Ongoing | Maintenance contracts have been transferred, TESTA-ng statements of works have been processed in order to accommodate MS needs. |
| 2.3.1.1 | Mandatory maintenance within FwC CSI including programme management. Mandatory reorganisation of the data centres for new infrastructure accommodation. CSI maintained 24/7, in line with eu-LISA agreed SLAs. | CSI second phase implementation maintenance, including reorganisation of the data centres | Maintenance SLAs met as per contract CBS performance indicators | On target, some sub-project slightly below | Ongoing | Specific contract for the CSI Programme Office 2019 has been signed in due time. Specific contract for CSI maintenance 2019 has been signed in due time. Definition of the requirements for the data centre reorganisation has been partially delivered, hence delaying the signature of the specific contract. |
| 2.3.1.2 | Common shared services, on top of a common shared infrastructure with virtualisation foundations, affecting the core business systems by offering a more efficient and effective operational management, by eliminating the current 'silo approach' mode. | CSI second phase implementation | Adherence to the required project scope, budget and timeline | Backup as a service sub-project: On target Technical documentation sub-project: behind Specialised data centre services sub-project: behind CSI reference architecture | Ongoing | Backup as a service: Requirements have been defined and provided to the contractor. Offer has been received and will be reviewed. Contract signature slightly delayed. Technical documentation: the requirements definition has not started yet. Specialised data centre services: Requirements have been drafted, however a data centre dust assessment is necessary to finalise the requirements. The specific contract for the data centre dust assessment has been signed. The implementation of the solution is dependent on the completion of the dust assessment. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|--|--|---|--|
| | | | | documentation sub-project: behind Modular data centre S study: behind | | CSI reference architecture documentation: sub-project hasn't been started yet due to lack of resources. Modular data centre S study: Requirements have been defined and delivered to the contractor in due time. No acceptable offer has been received yet. |
| 2.3.1.3 | A single, centralised and relational repository for contract, financial, operational status of the IT components and assets. | Integration of asset management with configuration management | Percentage of assets and configuration items covered by the integration model; Number of incidents reported where the underlying cause of the incident is the result of inaccurate configuration management information Number of unauthorized changes detected automatically: number of unauthorised changes identified as a result of audits performed using automatic configuration update software | n/a (Not started) | n/a (Not started) | The project is currently postponed due to lack of resources. |
| 2.3.1.4 | Core business systems will be monitored much closer, with a higher level of automation, minimising significantly the risks for underestimation of any potential issue | Single integrated monitoring solution - continuation from 2018 | Increased satisfaction of the Service Desk operators; Minimising the potential risk for omission for critical alerts; | On target | Yes | Single integrated monitoring solution is in place. |
| 2.3.1.27 | Core business systems and Member States receive a more reliable service from the communication infrastructure and related communication systems. It will allow faster and easier integration of the new core business systems | Unified wide area network perimeter - study and design | 2019: - presence of the study report | On target | On going | Preparation of the study contract |
| 2.3.1.28 | The Eurodac communication infrastructure enables smooth and uninterrupted transaction flow as per SLA, allowing the | Eurodac network bandwidth upgrade | Adherence to the agreed project scope, budget and timeline | n/a | n/a | Pending adoption of corresponding legal basis. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|---|---|---|--|
| | Member States to fulfil their legal obligations | | | | | |
| 2.3.1.29 | Provide the management of the Agency with understanding of the possible improvements and possible changes in regulation | Conducting a unified network test phase (continuation from 2018) | Adherence to the agreed project scope, budget and timeline | On target | Yes | The project has been concluded on 6 June. The test reports have been received and accepted. |
| 2.3.1.30 | Increased efficiency of the communication infrastructure supervision. Provision of the information needed to make decisions based on the performance of the communication infrastructure. | Introduction of advanced network statistics (continuation from 2018) | Delivery date of the test phase Implementation date of the solution | Below target | Ongoing | The ongoing work in the technical site's data centre is preventing the availability of extended racks and delaying this project. |
| 2.3.1.31 | Handover report from DG HOME. Description of roles and responsibilities, organigram in relation to contractual management of communication infrastructure. | Handover of the activities related to implementation of the budget, acquisition, renewal and contractual matters of the VIS and SIS II communication infrastructure | Adherence to the required project scope, budget and timeline | On target | Yes | Last contract handover was completed on 07 May 2019. |
| 2.3.1.32 | Second encryption layer is implemented in TESTA-ng VIS network VIS and SIS II Mail services support is arranged and transferred from sTESTA provider | TESTA-ng VIS second encryption layer implementation (continuation from 2018) | Delivery date of the second encryption layer in VIS production networks | Slightly below target | Ongoing | Informal draft of the VIS 2 nd encryption solution test report has been received, formal reports are not completed yet. |
| 2.1.5 | To further evolve the holistic view of IT and business interrelationship | Further development of enterprise architecture | Adherence to the required project scope, budget and timeline | On target | Ongoing | No milestones during reporting period. |

5.3 General coordination

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|---|---|---|---|
| 2.1.1 | eu-LISA provides its stakeholders with sufficient information on the planning and execution of its tasks and its performance. | Planning and reporting | PD 2020-2022 adopted on time; Management Board finally adopts the PD 2020-2022 without major amendments in 2019; Timely submission of the reports; Management Board adopts the Consolidated Annual Activity Report (AAR) 2018 without major amendments. | On target | Yes | PD 2020-2022 adopted by MB in January; AAR 2018 adopted by MB in June; IR 2019 consolidation On target. |
| 2.1.1 | The Management Board is sufficiently supported to perform effectively its duties | Timely administrative support for the MB | Meetings delivered as planned. Stakeholder overall satisfaction rate as measured in satisfaction survey. | On target | Yes | All meetings delivered successfully as planned. |
| 2.1.1 | Fulfilment of all reporting obligations as outlined in the legal basis. | Drafting technical reports and aggregating statistics | Submission to the EU institutions of: - the 2018 SIS II annual stats - the Bi-annual report on the technical functioning of Central SIS II - the annual report for 2018 including the technical functioning of Eurodac - the 2018 Eurodac annual stats Publication of: - update of the list of authorities/N.SIS/SIRENE for SIS II on the OJ - update of the list of authorities (asylum) for Eurodac on the website | On target | Ongoing | SIS II annual statistics for 2018 were published and submitted to the EU institutions and MS Eurodac annual statistics for 2018 were published and submitted to the EU institutions and MS The update of the SIS II list of authorities and the list of N.SIS/SIRENE were adopted by the MB and published in the OJ on 02/07 The update of the list of authorities (asylum) for Eurodac was adopted by the MB and published on the Agency's website. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|--|---|---|---|
| 2.1.1 | Better knowledge and improved awareness of the primary stakeholders on the role and tasks of the Agency. | Implementation of the external communication and information action plan | Ensure that content production follows the approved editorial work-flow and quality standards, print and online production requirements are met by the contractors and performance is carried out in compliance with the set quarterly milestones of the 2019 Annual External Communication Action Plan. - The eu-LISA web-based visibility and engagement-level are measured through web-analytics and social media monitoring tools - The satisfaction rate of the participants is measured through evaluation sheets. | On target | Ongoing | The 2019 annual External Communication and Information Plan was approved by the Management Committee on 04 February 2019. The implementation of the Plan is in good progress according to the deadlines of each individual activity. |
| 2.1.1 | The staff at all the sites of the Agency is informed and engaged on the corporate level, allowing informed decisions to be made regarding their professional tasks and having access to internal communication tools for information sharing and feedback. | Implementation of the internal communication action plan | Compliance of the Annual Internal Communication Action Plan with the set milestones and time-schedule | On target | Yes | The 2019 annual Internal Communication and Information Action Plan has been approved by the Management Committee on 4 February 2019 and implementation is in good progress according to the set timeline of the foreseen activities. The Crisis Communication Plan draft was submitted to the business owner, the Security Unit, on 14 April together with all required templates. |
| 2.1.1 | Systematic and well-functioning cooperation with eu-LISA's stakeholders and thorough policy analysis and coordination internally and appropriate outreach to relevant stakeholders. | Stakeholder engagement and policy coordination | High quality stakeholder relations and comprehensive policy coordination | On target | Ongoing | Eu-LISA is well prepared for decision making and discussions with a view to significantly contribute to EU policy implementation. Dialog with stakeholders and information exchange is ensured. Eu-LISA is aware of and following the outcome of policy discussions within EU institutions. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|---|---|---|---|
| 2.1.1 | EU Member States apply correctly the Schengen legislation in the fields of SIS/SIRENE and common visa policy and ensure better use of SIS II and VIS. | Contribution as an observer to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy and ensure better use of SIS II and VIS by Member States | Compliance to the Schengen evaluations plan | On target | Ongoing | The Agency participated in Schengen evaluation missions as an observer. |
| 2.1.1 | The advisory groups are sufficiently supported to perform effectively their duties | Timely administrative support for the AGs | Meetings delivered as planned. Stakeholder overall satisfaction rate as measured in stakeholder satisfaction survey. | On target | Yes | Meetings delivered successfully according to the calendar of meetings adopted by the Management Board. |
| 2.1.1 | Dissemination of accrued knowledge of relevance boosts necessary stakeholder awareness on technical matters, leading to improved collaborative possibilities. The Agency's profile as a centre of knowledge is raised and its image boosted. | Execution of externally-directed activities delineated in the annual research and technology monitoring roadmap for 2019 and the research and technology monitoring strategy 2019-2021 | Two research reports that have been fully approved by the management committee have been prepared and published online on the eu-LISA website. The Agency's two industry events and annual conference take place within the calendar year and have strong attendance from diverse stakeholders. | On target | Ongoing | The finalisation of a report on blockchain is ongoing and expected to be completed in July. The timing is still sufficient to complete the foreseen biannual reporting by year end. The first industry roundtable took place on April 24th, focussed on land borders. It was the largest roundtable yet hosted by the Agency. A second is scheduled in October as per planning at the beginning of the year. The preparation for the Annual conference are ongoing. |
| 2.1.1 | eu-LISA's large-scale IT systems are maintained and evolved utilising the best available technologies. | Monitoring of research and technological developments and input of learning into internal projects focusing on system evolution, new system implementation, capability enhancement and new service provision | Submission of high quality and impactful technology briefs to the management and operations teams upon request. Engagement with system Advisory Groups to refine priorities and feedback into system evolution work. Research and technology monitoring staff are part of the project teams for the most technologically-involved projects. | On target | Ongoing | Monitoring of research and technological developments is ongoing and contribution given upon request to internal stakeholders. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|--|---|---|---|
| 2.1.1 | A responsive and tailored systems training programme in place that meets in full the needs of stakeholders. | Providing training on the technical use of the systems to the Member States | Satisfaction rate (scale 1-5, 1 lowest, 5 highest) | On target | Yes | Trainings have been delivered according to plan |
| 2.1.1 | Existence of a system that facilitates well-informed decision making by structuring and presenting management information based on pre-defined needs, and contribute to the Agency becoming a centre of excellence | Initiate and contribute to the development and implementation of management corporate information and management system | The activity is on hold | On hold | On hold | |

5.4 Liaison office

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|--|---|---|---|
| | Systematic and well-functioning cooperation with eu-LISA's stakeholders and thorough policy analysis and coordination internally and appropriate outreach to relevant stakeholders. | Stakeholder engagement and policy coordination | High quality stakeholder relations and comprehensive policy coordination | On target | Ongoing | Eu-LISA is well prepared for decision making and discussions with a view to significantly contribute to EU policy implementation. Dialog with stakeholders and information exchange is ensured. Eu-LISA is aware of and following the outcome of policy discussions within EU institutions. |

5.5 Enterprise project management office (EPMO)

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|---|---|---|---|
| | Improved alignment between Agency's strategy and project execution, through the integration of main processes: Project Management, | Develop and deploy processes and training programs, evaluate projects, perform project quality assurance reviews, appraise | Achieving objectives agreed in the EPMO Roadmap | On target | Yes | EPMO Team performed in December 2018 a Quality Check on the existence of the Management Products prescribed by the Project Management Methodology. The results have been presented to the Multi-project Board participants in January 2019. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|--|---|---|---|
| | Programme Management and Portfolio Management. | processes, and report project performance | | | | An Action Plan following the Quality Check reporting has been established in February 2019: 9 issues are addressed by 14 actions, among them: reinforcement of the Intake List and its follow-up by ED decision, awareness/coaching sessions about the PM Methodology, improvement of the PM Tool. |
| | Agency officially rated against CMMI (Capability Maturity Model Integration) model | Official appraisal based on CMMI model | Readiness of the Procurement documentation | n/a (Not started) | n/a (Not started) | No milestones during reporting period. Activity is planned to start later in the year. |
| | The major outcome of this project is made of two components: 1. Process model for portfolio management 2. IT roadmap for implementing the PPM (Project Portfolio Management) process model | Project portfolio management capability | New process and IT roadmap approved within time, scope and budget | On target | Ongoing | The requirements have been collected and compiled by end of March 2019. The Market Research has been launched in April 2019. 3 vendors submitted proposals and have been requested to present their solution onsite in June 2019. |
| | 1. Process model for corporate risk management 2. IT roadmap for implementing the corporate risk management process model | Corporate risk management evolutions | Corporate risk management process model and IT Roadmap delivered | On hold | No | In the context of the new organisation that will be implemented in Q3 2019, the responsibility for the Agency's overall Risk Management hasn't been established yet. For 2019, the Executive Director mandated EPMD to perform, ad interim, the Corporate Risk Management Collection, Assessment and Follow-Up. The revision of the Corporate Risk Management Policy and the design of the Corporate Risk Management Process Model will be carried out starting from Q1 2020 by the future Corporate Risk Management Officer. |
| | Ensuring that Smart Borders Programme will meet its quality objectives | Development of a quality management system (QMS) for the Smart Borders programme | Readiness of the QMS by the date of signature of the Smart Borders Programme | On target | Ongoing | The Agency's QMS for projects and programmes was ready by the time of the EES contract signature. An awareness session on the QMS was provided by EPMD to the contractors and eu-LISA's stakeholders May-June 2019. |

5.6 Security

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|--|---|---|--|
| 2.1.6 | The agency ensures the safety and security of the people and assets in its premises in Tallinn. | Physical security improvement of the new eu-LISA HQ in Tallinn | Physical security measures compliance with the risk assessment outcomes and eu-LISA security rules | On target | Ongoing | The security risk assessment report has been delivered as part of the continuous security risk management process. A plan with controls to be implemented has been prepared. |
| 2.1.6 | The agency ensures the safety and security of the people and assets in its premises in Strasbourg | Physical security improvement of the Agency's site in Strasbourg | Physical security measures compliance with the risk assessment outcomes and eu-LISA security rules | On target | Ongoing | The security risk assessment report has been delivered as part of the continuous security risk management process. A plan with controls to be implemented has been prepared and will be implemented in the new framework contract for physical security. This activity is reported on by the Security Officer to the MB. |
| 2.1.6 | The Agency improves its resilience in its horizontal activities. | Operate, plan and develop the business continuity/disaster recovery/emergency response parts from security and continuity management | The BC controls cover all the business areas of eu-LISA; The BC plans are tested and the tests demonstrate the effectiveness of BC controls in place. The Agency's personnel is subject of the specific training and awareness sessions as needed. | Below target | Ongoing | The previous Business Impact Assessment (BIA) is being used for the BCP update. The new BIA will be done after some delay following the reorganisation of eu-LISA taking place in September 2019. |
| 2.1.6 | Agency ensure the appropriate level of the safety and security of the people and assets in its premises. | Operate, plan and develop the protective elements of the security and continuity management | Protective security measures comply 100% to the risk assessment, eu-LISA rules and regulations and the ISO standards | Below target | Ongoing | The procurement process is over for lots 3 and 4. Currently it is on-going the process of having both framework contracts signed. The guarding services procurement is on-going with some delay. The process for the evaluation of the technical offers (part 2 of the process) has been finalised in July 2019. For the emergency action framework, part of specific policies and procedures have been adopted/upgraded. The rest have the drafting status and they should be adopted by the end of the year. |
| 2.3.1.38 | Improved user management in accordance with the standards of European Commission information security standards on user access management | Implementation of the common shared security infrastructure phase 3 - identity and access management for the core business systems | Successful completion of the user acceptance test in accordance with the defined test cases | On target | Ongoing | No milestones during reporting period. CSI reference security architecture is planned to be delivered by the CSI contractor in Q3. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|---|---|---|---|
| 2.2.1.14 | Ensuring that information security risks are managed to an acceptable level | Delivering the information security and assurance service | % of business processes and their services covered by the information risk management process % of staff that have completed the security awareness e-learning training % of security controls implemented in each Information System Security Plan | On target | Ongoing | The EBIOS risk management method has been officially implemented as the agency's risk management method since the start of the EES implementation project. The ISMS implementation report is in progress. |
| 2.3.1.39 | The Agency ensures that the business continuity and security controls in place comply with the risk assessment results, business continuity and disaster recovery plans and security plans | Security and business continuity exercise for Eurodac | The goals and objectives of the exercise should be achieved. | On target | Ongoing | The preparations are ongoing for the exercise to be carried out in November 2019. |
| 2.2.1.13 | Ensuring the continuous improvement of the security and business continuity of the systems | Implementation of the recommendations coming from the security and business continuity exercises | Percentage of the implementation of the action plan | On target | Ongoing | Implementation plan from SIS security exercise 2018 has been prepared, following the adoption of the SIS Exercise report in March 2019. The 48 short-term recommendations are planned to be implemented by the end of 2020, the 6 mid-term recommendations by the end of 2021, the single long-term recommendation by the end of 2022. The recommendations coming from the VIS Exercise 2017 have been translated into the 2019 and 2020 work programmes and are currently being implemented. |
| | Provide strategic security outreach to stakeholders | Continue to provide strategic security outreach as the secretariat of the Security Officer Network (SON) | Organisation of two SON meetings per year | On target | Ongoing | eu-LISA hosted the 10 th SON meeting in Strasbourg on 2-3 April. |

5.7 Human resources and administration

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|---|---|---|---|
| 2.1.3 | The Agency's and HRU's organisational structure will reflect the organisational development and accommodate future growth. eu-LISA will fulfil its obligations towards staff in accordance with the regulatory framework. | Optimisation and sound management of human resources in terms of organisational structure, processes and practices in compliance with the relevant rules and decisions | Corporate indicators in the area of HR: 1. Ratio (%) of administrative resources to operational resources, 2. Percentage (%) of uncertified vs certified absence days from work within reporting period, 3. Annual Percentage (%) Staff Turnover, 4. Staff performance index, 5. Staff engagement level. | On target | Ongoing | The 360 evaluation was conducted as part of the leadership programme. The implementation of the new organisation structure is progressing. |
| 2.1.3 | eu-LISA human resources management (HRM) will be optimised as concerns efficiency of performance, resources allocation and systematisation of data structure, and auditable records. | Development of the HR IT tools and their implementation | Adherence to the required project scope, budget and timeline | On target | Ongoing | Developments are ongoing for iLearn, digital training requests, on the e-recruitment tool and on the Sysper pilot. |
| 2.1.3 | eu-LISA's staff will be able to better perform and will be acquainted with the best practices in the field of technology. | Training for eu-LISA staff related to operations (technical training for staff) | Number of training days per year. General satisfaction level. | On target | Yes | All trainings carried out as per plan. Satisfaction rate 90% in Q2. |

5.8 Corporate services

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|--|---|---|---|
| 2.1.5 | Compliance by eu-LISA with the applicable regulations | Provision of legal advice to eu-LISA | Percentage of cases of litigation either in court or prior to the court where a timely reply is provided | On target | Yes | Legal advice was provided in accordance with the necessary provisions and in a timely manner. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|---|---|---|--|
| 2.1.5 | Sufficient support for corporate IT management. Improved working conditions for staff. Enhanced communication abilities. | Maintenance and evolution of corporate network architecture | Adherence to the required scope, budget and timeline | On target | Ongoing | Checkpoint hardware and licences' renewal and major upgrade to reach a supported environment delivered. Jabber test scenarios tested during pilot phase which initiated with delay in Q1. The pilot phase is behind the initial plan due to the complexity of the technical solution and lack of internal human resources because of their involvement in other projects and day-to-day support. A number of test cases are still in progress during Q2, and will be completed in the beginning of next quarter Q3. Bluecoat hardware replacement to CISCO ASA, licences' renewal and major upgrade to reach a supported environment - The reason for not achieving the milestone is primarily due to the delay of equipment delivery, which occurred during Q2. This had an impact to the schedule of the technical activities which re-planned for the next quarter, Q3. |
| 2.1.5 | The facilities provide all necessary conditions. | Maintenance activities of all equipment and assets in the technical site | number of corrective actions number of preventive measures number of technology or other developments number of faults | On target | Yes | Facilities are maintained according to standards and building manual |
| 2.1.5 | Adequate working and operational conditions as well as implementation of technical, logistical and operational best practices. | Extension of the operational premises to host current and future projects | Adherence to the agreed project scope, budget and timeline | On target | Ongoing | The convention will be signed with the French authorities when certain issues are clarified concerning the entire project implementation. |
| 2.1.5 | Provide services in the field of corporate IT management. Enhanced communication abilities. | Maintenance and evolution of corporate system and storage architecture | Adherence to the required project scope, budget and timeline | On target | Ongoing | Windows 10 Roll out delivered. Migration to the new storage equipment has been completed for both sites (Strasbourg & Tallinn) The backup operations with the new software have been completed for most of the backup functionalities (Virtual Machines, Active Directory, Microsoft Exchange/ email). Pending: the backup configuration for SQL and SharePoint environment which will be completed during the next quarter (Q3). |
| 2.1.5 | Enhanced capabilities of the Agency's SharePoint, DMS and HR platforms. | Corporate applications enhancement | Adherence to the required project scope, budget and timeline | On target | Ongoing | SharePoint applications have been developed and customized upon request (Single Programming Document application, reporting tool) |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|---|---|---|--|
| 2.1.5 | Provide services in the field of effective document and archive management. Improved working conditions for staff. | Long term archive preservation strategy of the Agency | Adherence to legal obligation | Postponed | Postponed | The activity is postponed until the arrival of the Document Management Officer (starting date 16 August 2019) |
| 2.1.5 | Improved e-learning and information conditions for staff and Member States. Enhanced communication abilities. | Evolution of eu-LISA e-learning environments | Adherence to the required project scope, budget and timeline | n/a (Not started) | n/a (Not started) | No milestones during reporting period. The activity has not started. |
| 2.1.5 | Provide services in the field of web hosting and content reposition. Improved working conditions for staff. Enhanced communication abilities. | Website hosting and evolution | Adherence to the required scope, budget and timeline | On target | Ongoing | The web hosting is performed according to requirements. |
| 2.1.5 | Improved working conditions for staff and ability to effectively use the new HQ. | Facility operations to enable full and effective use of the new HQ building in Tallinn | Conformity with applicable standards | On target | Ongoing | MoU with RKAS (Estonian State real estate company) is in place for technical maintenance services. The insurance procurement process is ongoing. |
| 2.1.5 | Improved working conditions for staff and ability to effectively use the new HQ. | Implementation of logistics and supplies services in the new HQ | Adherence to the required scope, budget and timeline | On target | Yes | Contracts are in place and services have been provided on time |
| 2.1.5 | Improved effectiveness of the mission's portfolio. | Mission portfolio and creation of an internal mission guide | Number of missions accomplished timely when requests submitted on time. | On target | Ongoing | ALEGRO missions platform customised and final testing done. |

5.9 Financial management and procurement

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|---|---|---|---|
| 2.1.2 | The Agency's acquisition needs are addressed in compliance with statutory obligations and within the budgetary framework. | Execution of the Procurement and Acquisition Plan | Corporate KPIs (MB decision 2017-049 adopted on 21 March 2017) KPI No 18: Procurement compliance with the Agency's PAP KPI No 19: Procurement | On target | Ongoing | Various procurement procedures, including the EES / sBMS tender procedure, are ongoing. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|---|---|---|---|--|
| | | | project management: % of main procurement projects on schedule | | | |
| 2.1.2 | High-quality and timely services of budgetary, procurement and financial services are provided throughout the year. Processes are continuously revised to improve efficiency and effectiveness, wherever possible through dematerialisation. | Timely delivery of services related to budgetary, procurement, financial and asset management | No major disruption of services attributable to internal organisational issues Corporate KPIs (MB decision 2017-049 adopted on 21 March 2017) KPI No 10: Cancellation rate of payment appropriations KPI No 11: Rate (%) of budgetary commitments implementation KPI No 12: Rate (%) of payment implementation KPI No 15: Ratio (%) of payments completed within the statutory deadlines | On target | Ongoing | No milestone for the period. Activity is carried out as planned. |
| 2.1.2 | The Agency avails itself of a comprehensive set of procedures and checks which are fit for purpose to promote sound financial management and internal control. | Internal control, procedures, audits related to finances and procurement | A comprehensive and coherent set of procedures cover the main business processes in the financial and procurement area. | On target | Ongoing | First set of draft guidelines and templates are prepared. Project is on-going. Draft annual financial report (AFR) presented to the ACFC during the February and May meetings. The AFR is presented to the MB, though final adoption is depending on the official opinion of DG BUDG on the requested derogations from the financial framework regulations, which is still outstanding at the time of reporting. |
| 2.1.2 | The Agency is capable of precisely measuring its performance in the execution of its main business processes in accordance with an activity-based management model. | Introduce for the first full financial year an activity-based management model (including costing, budgeting, reporting) | The Agency is capable of implementing an activity-based budgeting system | On target | Ongoing | Total expenditures by system in accordance to activity-based costing methodology presented in the CAAR 2018. |

5.10 Accounting

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|---|---|---|---|--|
| 2.1.2 | Presenting the annual accounts so that they represent fairly and transparently the financial position of the agency facilitating the discharge procedure. | Maintaining the accounts of the agency | Timely delivery of provisional, consolidated, final accounts to the Budgetary Authority and ECA | On target | Yes | The 2018 provisional annual accounts were submitted by legal deadline to COM, ECA, and Ext. auditor. |

5.11 Internal audit capabilities

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|--|--|---|---|---|---|
| 2.1.7 | Effective, efficient risk management and control and governance processes and procedures are in place to enable eu-LISA to achieve its objectives. | Implementation of the annual internal audit plan | % level of implementation of annual internal audit plan. | On target | Ongoing | <ul style="list-style-type: none"> - Regarding the preliminary findings of ECA mission audit of 2018 accounts, IAC organised the ECA fieldwork as planned and ensured that the Agency provided requested information on time. Preliminary findings document were received from ECA only in April 2019 and Preliminary Observation Report on 03.06.2019. - Regarding ECA report on border control, IAC organised the required video conference and exchange of information. ECA was supposed to issue the audit report (pending) in April 2019. - IAC organised the preliminary interviews for the IAS audit on recruitment, management of SSPs, and ethics. - IAC delivered advice and contribution to the implementation of the new organizational structure; - IAC delivered the first report on monitoring of audit recommendations (January – April 2019). <p>IAC organised and delivered the first awareness session on ethics and integrity.</p> |
| 2.1.1 | The Agency sufficiently applies elements of good governance in its compliance management practices | Providing governance and compliance management capabilities | Internal control register and monitoring reports are produced in time, scope and quality as required. | On target | Ongoing | <ul style="list-style-type: none"> - IAC facilitated the adoption of the revised Internal Control Framework by the MB in March. - Workshops and reports to set Baseline Internal Control indicators have been organised for all units during Q1 and Q2. |

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|-----------------|----------------------------|---|---|--|
| | | | | | | - IAC delivered the required content under audit and compliance sections at the ACFC meetings. |

5.12 Data protection

| Ref. to PD 2019-2021 | 2019 outcome (as per the Programming Document (PD) 2019-2021) | Annual activity | Performance indicator (PI) | Status of the PI (on target, beyond the target, below the target) | Delivered (yes, partially, no, ongoing) | Summary of January – June 2019 Status and milestones achieved |
|----------------------|---|--|---|---|---|---|
| 2.1.4 | MB is informed on the level of compliance as regards data protection. | Drafting the 2018 annual work report and reporting the intermediate status of data protection compliance to MB | Deliverables provided according to the agree deadlines | On target | Yes | The annual report 2018 was published on eu-LISA's website in Q2 (June). This report was exceptionally prepared and presented by former DPO in Q4 2018 to MB before leaving eu-LISA. Intermediate status on data protection compliance was also presented to MB in Q1 by Acting DPO. |
| 2.1.4 | Staff complies with data protection requirements | Increasing data protection awareness | Number of sessions carried out on data protection and personal data breaches. Number of DP newsletter issued. | On target | Ongoing | Data protection news on relevant topics have been shared with the staff on regular basis via the data protection newsletter. |
| 2.1.4 | Ensure compliance of the internal rules with the applicable legal framework. | Transposition of the new regulation repealing Regulation 45/2001 | New Decision on implementing rules adopted by eu-LISA's MB | On target | Ongoing | Draft was elaborated in Q1 and sent to EDPS for comments at the beginning of Q2. EDPS replied at the end of Q2 and his comments were incorporated to the document. The final draft will be sent to MB for adoption by written procedure. |
| 2.1.4 | Recommendations on data protection compliance to be implemented to increase data protection compliance of the Agency. | Perform the annual data protection survey | Report presented to the eu-LISA ED on the status on the use of the DPO app | Below target | Ongoing | The scope of the activity will be updated to take into account this year inspection of EDPS on Eurodac. Recommendations from previous inspection need to be monitored and closed before the visit to our premises of EDPS, scheduled in November. |

6. Budget implementation

6.1 Budget implementation introduction

The present report outlines the consumption of commitment and payment appropriations of eu-LISA's budget in the first semester of 2019, covering the period 1 January to 30 June 2019.

In accordance with chapter 2 of the budgetary principles of the Agency's financial rules, appropriations cover the requirements of a specific financial year and may be used only during that year (from 1 January to 31 December). However, commitments made against differentiated (i.e. operational expenditure) appropriations continue to be valid after the close of the financial year and appropriations may be carried over under certain conditions, reflecting their multi-annual nature.

In the report, the following codes are commonly used to identify the fund source of appropriations:

C1: Appropriations for the year (initial budget + amending budget ± transfers). These are "fresh" appropriations, entered in the budget at the start of the financial year. They can be transferred. They can be supplemented by appropriations from an amending budget.

C2: Non-automatic carryovers of appropriations;

C3: Commitment appropriations carried over to be committed before 31 March;

C4: Appropriations from internal assigned revenue of the year;

C5: Appropriations from internal assigned revenue (carried over);

C8: Carry forward of commitments (differentiated and non-differentiated) and payment (non-differentiated) appropriations.

When commitments are made against non-differentiated appropriations and the corresponding amounts have not been paid totally, the payments appropriations corresponding to the commitment outstanding (RAL) are carried over automatically to the next financial year only. The fund source changes from C1 to C8. The appropriations are therefore carried over to the following year and the commitments concerned are carried forward.

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

C9: Carry forward of commitments without the corresponding payment (non-differentiated) appropriations;

Ro: appropriations from external assigned revenue (of the year and carried over).

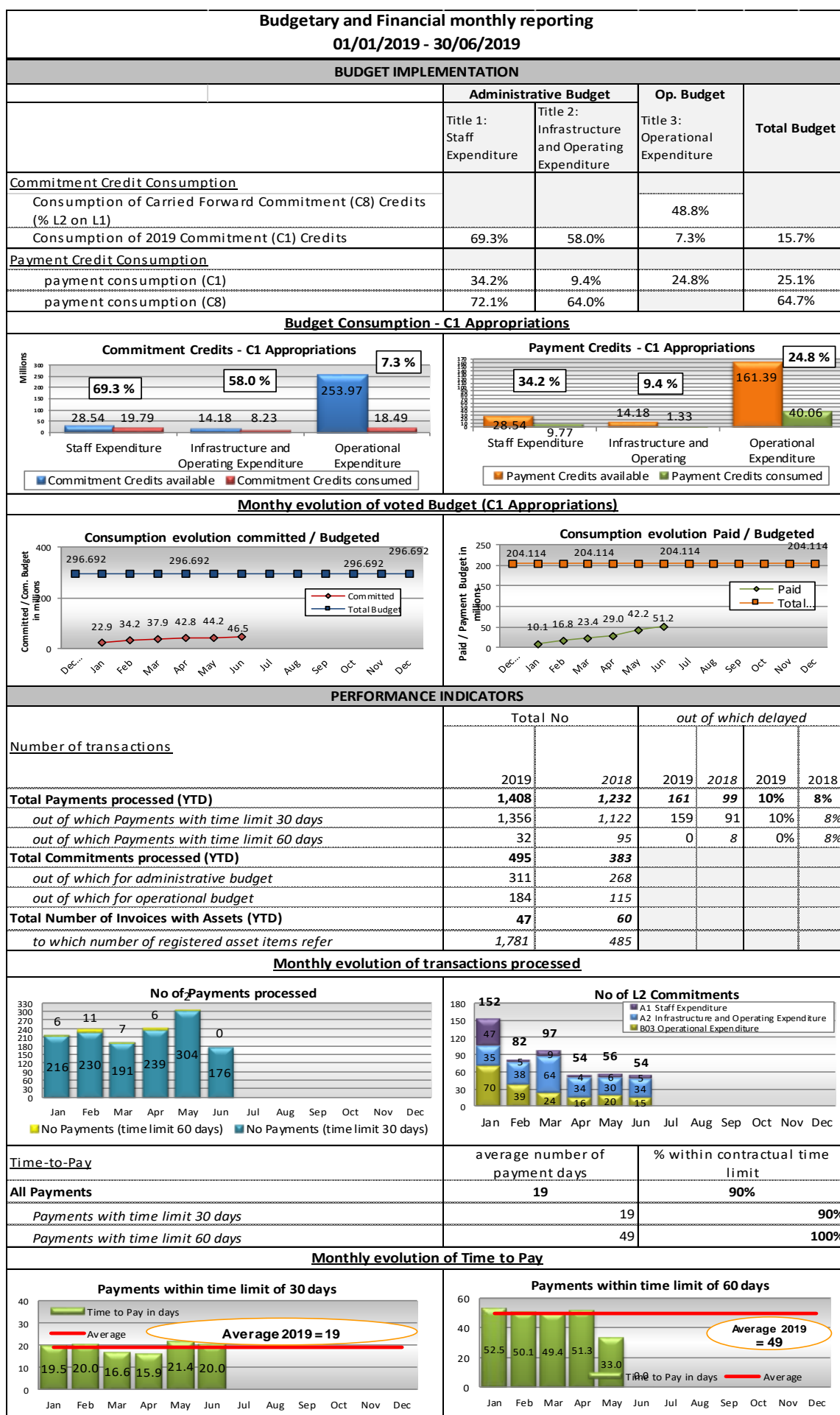
6.2 Budget transfers

During the reporting period, the following internal transfer operations were performed under article 27 (1) (b) of the Agency's Financial Regulation:

| BUDGETARY TRANSFERS JANUARY - JUNE 2019 | | | | | |
|---|-----------|------------|--|--------------------------|-------------------|
| Budgetary Transfer No. | Reference | Date | Budget Line | Commitment Appropriation | Pay Appropriation |
| 1 | LIS.2384 | 08/02/2019 | A02000 Expenditure for premises | -300,000.00 | -300,000.00 |
| | | | A02210 Furniture & office equipment | 300,000.00 | 300,000.00 |
| | | | B03101 SIS II operational maintenance | -1,000,000.00 | 0.00 |
| | | | B03111 VIS/BMS operational maintenance | -1,500,000.00 | 0.00 |
| | | | B03121 EURODAC operational maintenance | -500,000.00 | 0.00 |
| | | | B03810 External support | 1,500,000.00 | 0.00 |
| | | | B03812 Quality assurance | 1,500,000.00 | 0.00 |
| 2 | LIS.2399 | 05/04/2019 | A02000 Expenditure for premises | -359,412.50 | -359,412.50 |
| | | | A02100 Corporate IT & telecommunication | -279,412.50 | -279,412.50 |
| | | | A02320 Legal expenses | 143,825.00 | 143,825.00 |
| | | | A02331 HR fees and charges | 80,000.00 | 80,000.00 |
| | | | A02700 External support services | 615,000.00 | 615,000.00 |
| | | | A02800 Corporate security | -200,000.00 | -200,000.00 |
| | | | B03100 SIS II Projects | 0.00 | -1,000,000.00 |
| | | | B03101 SIS II operational maintenance | 0.00 | -2,000,000.00 |
| | | | B03121 EURODAC operational maintenance | 0.00 | 3,000,000.00 |
| | | | B03810 External support | -200,000.00 | -200,000.00 |
| | | | B03820 Advisory groups | 200,000.00 | 200,000.00 |
| 3 | LIS.2402 | 23/04/2019 | B03001 System security and business continuity | 0.00 | 2,256,000.00 |
| | | | B03120 EURODAC projects | 0.00 | -2,256,000.00 |

6.3 Overall implementation

As far as the 2019 appropriations (fund source C1) are concerned, 15.7 % of commitment appropriations and 25.1 % of payment appropriations have been consumed. The appropriations carried over in Title 1 and 2 from last year (fund source C8) were consumed by 64.7 %. The dashboard below provides an overview on the budget implementation by month and performance indicators as of end of June 2019.



A detailed overview on the implementation of commitment and payment appropriations by title and fund source is provided by the table below:

| | | | Appropriations including new tasks / initiatives | | | | | |
|-------|--|-------------|--|-------------------------------|-----------------------|-------------------------------------|----------------------------|------------------------|
| | | | Commitment | | | Payment | | |
| Title | Official Budget Title Desc | Fund Source | Commit. Approp. Transact. Amnt. (1) | Executed Commitment Amnt. (2) | % implemented (3=2/1) | Payment Approp. Transact. Amnt. (4) | Executed Payment Amnt. (5) | % implemented (6= 5/4) |
| A-1 | Staff Expenditure | C1 | 28,539,000.00 | 19,788,155.71 | 69.34 % | 28,539,000.00 | 9,766,460.66 | 34.22 % |
| | Staff Expenditure | C8 | 447,575.32 | 434,278.46 | 97.03 % | 447,575.32 | 322,858.14 | 72.13 % |
| A-1 | | | 28,986,575.32 | 20,222,434.17 | 69.75 % | 28,986,575.32 | 10,089,318.80 | 34.81 % |
| A-2 | Infrastructure and Operating Expenditure | C1 | 14,184,000.00 | 8,227,573.49 | 58.01 % | 14,184,000.00 | 1,329,714.14 | 9.37 % |
| | Infrastructure and Operating Expenditure | C4 | 27,099.13 | | | 27,099.13 | | |
| | Infrastructure and Operating Expenditure | C8 | 5,099,302.58 | 4,997,797.07 | 98.01 % | 5,099,302.58 | 3,264,112.09 | 64.01 % |
| A-2 | | | 19,310,401.71 | 13,225,370.56 | 68.49 % | 19,310,401.71 | 4,593,826.23 | 23.79 % |
| B0-3 | Operational Expenditure | C1 | 253,969,000.00 | 18,491,301.46 | 7.28 % | 161,390,500.00 | 40,062,951.96 | 24.82 % |
| | Operational Expenditure | C3 | 49,186,100.00 | 49,186,100.00 | 100.00 % | 0.00 | | |
| | Operational Expenditure | C4 | 7,251.49 | 0.00 | 0.00 % | 7,251.49 | 7,251.49 | 100.00 % |
| | Operational Expenditure | C8 | 229,187,781.42 | 228,910,832.37 | 99.88 % | 0.00 | | |
| | Operational Expenditure | R0 | 9,434,861.15 | 740,601.27 | 7.85 % | 9,434,861.15 | 400,344.15 | 4.24 % |
| B0-3 | | | 541,784,994.06 | 297,328,835.10 | 54.88 % | 170,832,612.64 | 40,470,547.60 | 23.69 % |
| TOTAL | | | 590,081,971.09 | 330,776,639.83 | 56.06 % | 219,129,589.67 | 55,153,692.63 | 25.17 % |

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

| Appropriations including new tasks / initiatives | | | | | | |
|--|-------------------------------------|-------------------------------|-----------------------|-------------------------------------|----------------------------|------------------------|
| Commitment | | | | Payment | | |
| Fund Source | Commit. Approp. Transact. Amnt. (1) | Executed Commitment Amnt. (2) | % implemented (3=2/1) | Payment Approp. Transact. Amnt. (4) | Executed Payment Amnt. (5) | % implemented (6= 5/4) |
| C1 | 296,692,000.00 | 46,507,030.66 | 15.68 % | 204,113,500.00 | 51,159,126.76 | 25.06 % |
| C3 | 49,186,100.00 | 49,186,100.00 | 100.00 % | 0.00 | | |
| C4 | 34,350.62 | 0.00 | 0.00 % | 34,350.62 | 7,251.49 | 21.11 % |
| C8 | 234,734,659.32 | 234,342,907.90 | 99.83 % | 5,546,877.90 | 3,586,970.23 | 64.67 % |
| R0 | 9,434,861.15 | 740,601.27 | 7.85 % | 9,434,861.15 | 400,344.15 | 4.24 % |
| TOTAL | 590,081,971.09 | 330,776,639.83 | 56.06 % | 219,129,589.67 | 55,153,692.63 | 25.17 % |

Included in the above table, the Agency received commitment and payment appropriations regarding new tasks / initiatives:

| Budgetary Title | System / Task | Commitment appropriations | Payment appropriations |
|--------------------|---|---------------------------|------------------------|
| A-1 | Interoperability | 2,876,000.00 | 2,876,000.00 |
| | ECRIS | 350,000.00 | 350,000.00 |
| | EURODAC recast | 268,000.00 | 268,000.00 |
| A-1 | | 3,494,000.00 | 3,494,000.00 |
| A-2 | Interoperability | 136,000.00 | 136,000.00 |
| A-2 | | 136,000.00 | 136,000.00 |
| B0-3 | EES | 144,326,000.00 | 40,259,000.00 |
| | ETIAS | 11,023,000.00 | 11,023,000.00 |
| | EURODAC recast | 5,600,000.00 | 3,920,000.00 |
| | ECRIS | 3,766,000.00 | 3,766,000.00 |
| | Interoperability | 2,818,000.00 | 2,818,000.00 |
| | SIS II recast border/police cooperation | 2,051,000.00 | 499,600.00 |
| | SIS II recast return | 447,000.00 | - |
| | Dublin Allocation | 135,000.00 | 135,000.00 |
| B0-3 | | 170,166,000.00 | 62,420,600.00 |
| Grand Total | | 173,796,000.00 | 66,050,600.00 |

The tables below show the budget implementation without the appropriations inscribed in the Agency's budget at the beginning of the year for the new tasks / initiatives:

| | | | Appropriations without new tasks / initiatives | | | | | |
|-------|--|-------------|--|-------------------------------|-----------------------|-------------------------------------|----------------------------|------------------------|
| | | | Commitment | | | Payment | | |
| Title | Official Budget Title Desc | Fund Source | Commit. Approp. Transact. Amnt. (1) | Executed Commitment Amnt. (2) | % implemented (3=2/1) | Payment Approp. Transact. Amnt. (4) | Executed Payment Amnt. (5) | % implemented (6= 5/4) |
| A-1 | Staff Expenditure | C1 | 25,045,000.00 | 19,788,155.71 | 79.01 % | 25,045,000.00 | 9,766,460.66 | 39.00 % |
| | Staff Expenditure | C8 | 447,575.32 | 434,278.46 | 97.03 % | 447,575.32 | 322,858.14 | 72.13 % |
| A-1 | | | 25,492,575.32 | 20,222,434.17 | 79.33 % | 25,492,575.32 | 10,089,318.80 | 39.58 % |
| A-2 | Infrastructure and Operating Expenditure | C1 | 14,048,000.00 | 8,227,573.49 | 58.57 % | 14,048,000.00 | 1,329,714.14 | 9.47 % |
| | Infrastructure and Operating Expenditure | C4 | 27,099.13 | | | 27,099.13 | | |
| | Infrastructure and Operating Expenditure | C8 | 5,099,302.58 | 4,997,797.07 | 98.01 % | 5,099,302.58 | 3,264,112.09 | 64.01 % |
| A-2 | | | 19,174,401.71 | 13,225,370.56 | 68.97 % | 19,174,401.71 | 4,593,826.23 | 23.96 % |
| B0-3 | Operational Expenditure | C1 | 83,803,000.00 | 18,491,301.46 | 22.07 % | 98,969,900.00 | 40,062,951.96 | 40.48 % |
| | Operational Expenditure | C3 | 49,186,100.00 | 49,186,100.00 | 100.00 % | 0.00 | | |
| | Operational Expenditure | C4 | 7,251.49 | 0.00 | 0.00 % | 7,251.49 | 7,251.49 | 100.00 % |
| | Operational Expenditure | C8 | 229,187,781.42 | 228,910,832.37 | 99.88 % | 0.00 | | |
| | Operational Expenditure | R0 | 9,434,861.15 | 740,601.27 | 7.85 % | 9,434,861.15 | 400,344.15 | 4.24 % |
| B0-3 | | | 371,618,994.06 | 297,328,835.10 | 80.01 % | 108,412,012.64 | 40,470,547.60 | 37.33 % |
| TOTAL | | | 416,285,971.09 | 330,776,639.83 | 79.46 % | 153,078,989.67 | 55,153,692.63 | 36.03 % |

| Appropriations without new tasks / initiatives | | | | | | |
|--|-------------------------------------|-------------------------------|-----------------------|-------------------------------------|----------------------------|------------------------|
| Commitment | | | | Payment | | |
| Fund Source | Commit. Approp. Transact. Amnt. (1) | Executed Commitment Amnt. (2) | % implemented (3=2/1) | Payment Approp. Transact. Amnt. (4) | Executed Payment Amnt. (5) | % implemented (6= 5/4) |
| C1 | 122,896,000.00 | 46,507,030.66 | 37.84 % | 138,062,900.00 | 51,159,126.76 | 37.05 % |
| C3 | 49,186,100.00 | 49,186,100.00 | 100.00 % | 0.00 | | |
| C4 | 34,350.62 | 0.00 | 0.00 % | 34,350.62 | 7,251.49 | 21.11 % |
| C8 | 234,734,659.32 | 234,342,907.90 | 99.83 % | 5,546,877.90 | 3,586,970.23 | 64.67 % |
| R0 | 9,434,861.15 | 740,601.27 | 7.85 % | 9,434,861.15 | 400,344.15 | 4.24 % |
| TOTAL | 416,285,971.09 | 330,776,639.83 | 79.46 % | 153,078,989.67 | 55,153,692.63 | 36.03 % |