

2019 – 225 REV 3

Adopted by the Management Board on 24.11.2020

Language edited version

SINGLE PROGRAMMING DOCUMENT 2021–2023

From The Executive Director
To The Management Board
Prev. Doc. 2019 – 225 REV 2
Subject eu-LISA Single Programming Document 2021–2023



eu-LISA Single Programming Document

2021–2023

Table of contents

Foreword	7
List of acronyms	8
Mission statement	10
Section I General context	12
Section II Multiannual programming 2021–2023.....	16
1. Multiannual objectives	16
1.1. Strategic goals 2018-2022.....	16
1.2. Strategic multiannual objectives 2021–2023	17
2. Multiannual programme (2021–2023)	24
2.1.1. <i>Operational management and evolution of the existing systems</i>	24
2.1.2. <i>Operational management and evolution of the communication infrastructure</i>	27
2.1.3. <i>Development and implementation of new systems</i>	28
2.1.4. <i>Security and business continuity</i>	29
2.1.5. <i>Core business support activities</i>	31
2.1.6. <i>Corporate governance</i>	34
2.1.7. <i>Policy, stakeholders' relations and communications</i>	36
2.1.8. <i>Financial management, procurement and accounting</i>	38
2.1.9. <i>Corporate services</i>	38
2.1.10. <i>Human resources and knowledge management</i>	39
2.1.11. <i>Data protection</i>	41
3. Human and financial resource outlook for the years 2021–2023	42
3.1 <i>Overview of the past and current situation</i>	42
3.1.1 <i>Staff overview for 2019 and 2020</i>	42
3.1.2 <i>Expenditure for 2019</i>	43
3.2 <i>Resource programming for the years 2021–2023</i>	45
3.2.1 <i>Financial resources</i>	45
3.2.2 <i>Human resources</i>	45
Section III Work Programme 2021	53
1. Executive summary	53
2. Activities in 2021	60
2.1. Operational business-as-usual activities	60
2.1.1. Activities within the scope of Strategic Goal 1.....	60

2.1.1.1.	<i>Eurodac - DubliNet maintenance</i>	60
2.1.1.2.	<i>VIS/BMS maintenance</i>	61
2.1.1.3.	<i>SIS maintenance</i>	62
2.1.1.4.	<i>SIS AFIS maintenance</i>	63
2.1.1.5.	<i>SIS support to the Member States</i>	64
2.1.1.6.	<i>SIS unplanned evolutions</i>	64
2.1.1.7.	<i>EES maintenance</i>	65
2.1.1.8.	<i>CSI maintenance</i>	66
2.1.1.9.	<i>Operational management/daily system management coordination and shared tasks</i>	67
2.1.1.10.	<i>Enterprise architecture continuum - establishing an interoperability architecture</i>	68
2.1.1.11.	<i>CU and BCU Operational Activities and Evolutions / Improvements</i>	70
2.1.1.12.	<i>Release and deployment management activities</i>	70
2.1.1.13.	<i>Licence management</i>	71
2.1.1.14.	<i>Backup Central Unit (BCU) daily operation management</i>	72
2.1.1.15.	<i>24/7 1st level support for operational management of the systems - eu-LISA Service Desk</i>	73
2.1.1.16.	<i>Network services delivery and regular operational management of the communication infrastructure contracts (budget execution, acquisition, renewal, contract management)</i>	74
2.1.1.17.	<i>24/7 2nd level application support for the operational management of the core business systems</i>	75
2.1.1.18.	<i>Delivering the information security and assurance service for the core business systems</i>	76
2.1.1.19.	<i>Implementation of the training plan for the provision of training to the Member States on the technical use of the IT systems managed by the Agency</i>	78
2.1.2.	Activities within the scope of Strategic Goal 2.....	79
2.1.2.1.	<i>Improvements to the Application lifecycle management (ALM)</i>	79
2.1.2.2.	<i>Support of Application lifecycle management (ALM) platform</i>	80
2.1.3.	Activities within the scope of Strategic Goal 3.....	81
2.1.4.	Activities within the scope of Strategic Goal 4	81
2.1.4.1.	<i>eu-LISA ITSM framework processes run and regular reporting</i>	81
2.1.4.2.	<i>ITSM tools improvements and customisation, addressing the new initiatives, as well as the outcome from the regular process and services reviews</i>	82
2.1.4.3.	<i>New service and process definitions as part of the eu-LISA's ITSM Framework</i>	83
2.1.4.4.	<i>Training for eu-LISA staff on operations (technical training for staff) and knowledge management</i>	84
2.2.	Operational project activities.....	86
2.2.1.	Activities within the scope of Strategic Goal 1.....	86
2.2.1.1.	<i>New SIS legal framework implementation (continuation from 2019)</i>	86

2.2.1.2.	<i>SIS return decision (continuation from 2019)</i>	87
2.2.1.3.	<i>Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection</i>	88
2.2.1.4.	<i>Implementation of SIS AFIS Phase 2 (continuation from 2019)</i>	90
2.2.1.5.	<i>SIS Preproduction environment (PPE) move from In the Mountain (ITM) to Out of the Mountain (OTM) (cont. from 2020)</i>	91
2.2.1.6.	<i>Eurodac compliance with CSI/CSS services</i>	92
2.2.1.7.	<i>VIS recast development</i>	93
2.2.1.8.	<i>ETIAS development – implementation of consequential amendments for VIS</i>	94
2.2.1.9.	<i>Integration of the Single Integrated Monitoring solution with the event management process, covering all the systems in operation</i>	95
2.2.1.10.	<i>Technical support for a project to develop a proof of concept and a prototype of the EU online visa application portal (continuation from 2020)</i>	96
2.2.1.11.	<i>New Search Engine and Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019 and 2020)</i>	97
2.2.1.12.	<i>Continuation of data centre reorganisation activities (continuation from 2020)</i>	98
2.2.1.13.	<i>Transition to new TESTA network</i>	99
2.2.1.14.	<i>Central systems WAN connections move (continuation from 2020)</i>	101
2.2.1.15.	<i>EES project implementation (continuation from 2019)</i>	102
2.2.1.16.	<i>EES BMS / sBMS implementation (continuation from EES project 2019)</i>	103
2.2.1.17.	<i>Implementation of ETIAS (continuation from 2019)</i>	104
2.2.1.18.	<i>Implementation of the regulations on establishing a framework for interoperability between EU information systems</i>	106
2.2.1.19.	<i>ECRIS-TCN implementation (continuation from 2019)</i>	107
2.2.1.20.	<i>Integration between ECRIS-TCN and the interoperability components (CIR, sBMS, CRRS)</i>	109
2.2.1.21.	<i>Executing a study on the options for further enhancing the integration of advanced security monitoring and operations capabilities into the Operations Units and Security Unit</i>	110
2.2.1.22.	<i>Implementation of CBS Identity and Access Management Service</i>	111
2.2.2.	<i>Activities within the scope of Strategic Goal 2</i>	112
2.2.2.1.	<i>Integration of the asset management with configuration management (continuation from 2019 and 2020)</i>	112
2.2.3.	<i>Activities within the scope of Strategic Goal 3</i>	114
2.2.3.1.	<i>Feasibility study and implementation of a biometric toolset</i>	114
2.2.4.	<i>Activities within the scope of Strategic Goal 4</i>	115
2.2.4.1.	<i>Continual service improvement services and process reviews (continuation)</i>	115
2.3.	<i>Horizontal activities</i>	116

2.3.1.	<i>Corporate governance and capabilities building</i>	116
2.3.2.	<i>Executive support and stakeholders' relations</i>	119
2.3.3.	<i>Financial management, procurement and accounting</i>	121
2.3.4.	<i>Human resources management</i>	123
2.3.5.	<i>Data protection</i>	125
2.3.6.	<i>Corporate services</i>	126
2.3.7.	<i>Second extension of eu-LISA operational premises in Strasbourg</i>	131
2.3.8.	<i>Horizontal security activities</i>	133
2.3.9.	<i>Enterprise Project Management Office (EPMO) activities</i>	135
2.3.10.	<i>Implementation of the annual internal audit plan</i>	137
	Annex I: Resource allocation per activity 2021–2023	139
	Annex II: Financial resources 2021–2023	162
	Annex III: Human resources	167
	Annex IV: Human resources	171
	Annex V: Buildings	184
	Annex VI: Privileges and immunities	188
	Annex VII: Evaluations	189
	Annex VIII: Corporate risks in 2021	191
	Annex IX: Procurement plan 2021	193
	Annex X: Organisational chart 2021–2023	194
	Annex XI: Standard SLA	197
	Annex XII: Common Service Level indicators	198
	Annex XIII: Studies and impact assessments related to SPD 2021–2023	199

Foreword

The Single Programming Document (SPD) 2021–2023 of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) sets out the activities to be executed by the Agency in 2021 and the allocation of available human and financial resources for these activities. It provides a multiannual outlook (until 2023) on the planned major activities and projects. The SPD aligns the planned activities on an annual basis with the legally-binding activities under the Agency's new Establishing Regulation¹ and the strategic goals and objectives of the Agency's long-term strategy.

For 2021, the Agency has established two high-priority areas:

Core business priorities

- Ensuring the stable operation of the systems entrusted to the Agency under its mandate.
- Implementing the second extension of the technical site in Strasbourg.
- Implementing new legal initiatives, including recasts.

Horizontal organisational priorities

- Consolidation of the Agency following change, growth and transformation with a focus on capabilities development.
- Further strengthening the Agency's internal governance and controls, including quality management.

In this way, the SPD serves the following purposes: firstly, it provides eu-LISA's staff with guidance on the Agency's priorities and assists the various departments, units and sectors in planning their work with particular attention to the Agency's revised Establishing Regulation. Secondly, it provides the Agency stakeholders with visible assurance that eu-LISA is taking a structured and consistent approach in the implementation of its mandate. Finally, the document serves as a basis for making sound financing decisions on the Agency's activities in the programming period 2021–2023.

¹ Regulation (EU) 2018/1726 of the European Parliament and of the Council of 14 November 2018 on the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), and amending Regulation (EC) No 1987/2006 and Council Decision 2007/533/JHA and repealing Regulation (EU) No 1077/2011.

List of acronyms

AFIS	Automated Fingerprint Identification System
AG	Advisory Group
ALM	Application lifecycle management
BCU	Backup Central Unit
BMS	Biometric Management System
CA	Contract Agent
CAF	Common Assessment Framework
CBS	Core business systems operated by eu-LISA
CIs	Configuration Items
CIR	Common Identity Repository
CRRS	Common Repository for Reporting and Statistics
CS	Central System
CSD	Corporate Services Department
CSI	Common Shared Infrastructure
CSS	Common Shared Services
CSU	Corporate Service Unit
CU	Central Unit
DG DIGIT	Directorate-General for Informatics
DP	Data Protection
DPO	Data Protection Officer
EASO	European Asylum Support Office
ECRIS-TCN	European Criminal Records Information System – Third-Country Nationals
EES	Entry/Exit System
EPMO	Enterprise Project Management Office(r)
ER	Establishing Regulation
ESP	European Search Portal
ETIAS	European Travel Information and Authorisation System
EU	European Union
Eurojust	European Union's Judicial Cooperation Unit
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
Europol	The European Union Agency for Law Enforcement Cooperation
EUWS	End User Work Station
FAT	Factory Acceptance Tests
FG	Function Group
FPU	Finance and Procurement Unit
Frontex	The European Border and Coast Guard Agency
FTE	Full-Time Equivalent
FwC	Framework Contract
GCU	Governance and Capacity Unit
HQ	Headquarters
HR	Human Resources
HRU	Human Resources Unit
IA	Impact Assessment

IAC	Internal Audit Capability
IAS	Internal Audit Service of the European Commission
ICD	Interface Control Document
ICS	Internal Control Standard
ICT	Information and Communication Technology
ITIL	Information Technology Infrastructure Library
ITM	In the Mountain (applies for BCU equipment)
ITSM	Information Technology Service Management
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
LO	Liaison Office
MB	Management Board
MC	eu-LISA's Management Committee
MID	Multiple Identity Detector
MoU	Memorandum of Understanding
MWO	Maintenance in Working Order
NIST	National Institute of Standards and Technology
NS	National Systems
NTE	New Test Environment
OD	Operations Department
OJ	Official Journal
OLA	Operational Level Agreement
OTM	Out of the Mountain (applies for BCU equipment)
PAP	Procurement and Acquisitions Plan
PD	Programming document
PKI	Public Key Infrastructure
PPE	Preproduction Environment (platform)
PRD	Production Platform
sBMS	shared Biometric Matching Service
SEC	Security Unit
SIS	Schengen Information System and/or Schengen Information System II
SIRENE	Supplementary Information Request at the National Entries
SLA	Service Level Agreement
SNE	Seconded National Expert
TA	Temporary Agent
TEC	Test Environment C
TESTA	Trans European Services for Telematics between Administrations
TESTA-ng	Trans European Services for Telematics between Administrations – new generation
TST	Test Environment
ULM	Unlimited Licence Model
VIS	Visa Information System
WAN	Wide Area Network

Mission statement²

Our mandate

The European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) was established by Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011³, giving it responsibility for the operational management of large-scale IT systems in the area of freedom, security and justice. The Agency's mandate has been extended under Regulation (EU) 2018/1726 for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), and amending Regulation (EC) No 1987/2006 and Council Decision 2007/533/JHA and repealing Regulation (EU) No 1077/2011 ('new Establishing Regulation'), which entered into force on 11 December 2018. This new Establishing Regulation extended the responsibilities of eu-LISA in relation to large-scale IT systems' development and operational management entrusted to it, related communication infrastructures, research monitoring, pilot projects and support to the Member States (MS) and the Commission. It also provides the legal basis for cooperation with other Union bodies, offices and agencies.

Under the new Establishing Regulation, the Agency has a mandate to provide effective operational management of the central components of the Schengen Information System (SIS), the Visa Information System (VIS) and Eurodac on behalf of its stakeholders. In addition, the Agency is responsible for all the tasks related to the communication infrastructure that supports the above systems, with the exception of the tasks related to EuroDomain, where there is a separation between the responsibilities of the Commission and the Agency. The Agency is responsible for VIS Mail and DubliNet, the communication tools for the VIS and Eurodac systems respectively. Since the adoption of Regulation (EU) 2017/2226⁴, which entered into force in December 2017, the Agency has a mandate to develop and operationally manage the Entry/Exit System (EES). Under Regulation (EU) 2018/1240 and Regulation (EU) 2018/1241⁵ (both in force from 9 October 2018), and of Regulation (EU) 2019/816⁶ (in force from 11 June 2019), the Agency became responsible for the development and operational management of the European Travel Information and Authorisation System (ETIAS) and the European Criminal Records Information System – Third-Country Nationals (ECRIS-TCN). Furthermore, on the entry into force of Regulation (EU) 2019/817⁷ and Regulation (EU) 2019/818⁸, eu-LISA became responsible for the interoperability of the systems.

² In implementing the tasks mentioned hereafter, eu-LISA will respect the fundamental right to the protection of personal data as recognised in Article 8 of the Charter of Fundamental Rights, and in particular the purpose limitation principle. In exploring the interoperability of large-scale IT systems, special consideration will be given to data protection by design, as referred to in Article 25 of Regulation (EU) 2016/679 and Article 20 of Directive (EU) 2016/680.

³ OJ L 286, 1.11.2011, p.1.

⁴ Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third country nationals crossing the external borders of the Member States of the European Union and determining the conditions for access to the EES for law enforcement purposes and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011.

⁵ Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226, and Regulation (EU) 2018/1241 of the European Parliament and of the Council of 12 September 2018 amending Regulation (EU) 2016/794 for the purpose of establishing a European Travel Information and Authorisation System (ETIAS).

⁶ Regulation (EU) 2019/816 of the European Parliament and of the Council of 17 April 2019 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 and amending Regulation (EU) 2018/1726.

⁷ Regulation (EU) 2019/817 of the European Parliament and of the Council of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of borders and visa and amending Regulations (EC) No 767/2008, (EU) 2016/399, (EU) 2017/2226, (EU) 2018/1240, (EU) 2018/1726 and (EU) 2018/1861 of the European Parliament and of the Council and Council Decisions 2004/512/EC and 2008/633/JHA.

⁸ Regulation (EU) 2019/818 of the European Parliament and of the Council of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration and amending Regulations (EU) 2018/1726, (EU) 2018/1862 and (EU) 2019/816.

Our mission, vision and core values

The Agency's mission is based on its legal mandate and focuses on *continuously adding value for the Member States by supporting through technology their efforts for a safer Europe*.

This mission is delivered through the Agency's vision, which is to *provide high-quality and efficient services and solutions to stakeholders, to earn their trust through continuously aligning the capabilities of technology with the evolving needs of Member States and to grow the Agency as a centre of excellence* in the Justice and Home Affairs (JHA) area.

The Agency's mission and vision are translated into operational activities through the core values of eu-LISA. They drive and underpin all operational activities and the strategic development of the Agency. These values are:

- **Accountability:** deploying a sound governance framework, sound financial management and cost-efficient operations.
- **Transparency:** communicating regularly and openly with the Agency's key stakeholders and engaging them in a continuous dialogue to define the long-term strategy for the development of the Agency.
- **Excellence:** having the right organisational structure, the right people and the right processes in place to ensure service continuity for the Member States.
- **Continuity:** ensuring that the Agency makes the best use of expertise, knowledge and investments made by the Member States and continues to develop expertise and knowledge.
- **Teamwork:** seeking to empower each individual team member to make the best use of his or her knowledge and experience so as to contribute to the Agency's success.
- **Customer focus:** ensuring that the Agency is aligned at all times with the needs of its stakeholders.

Data protection

In pursuing its mission and objectives in its daily activities, the Agency strictly complies with the data protection requirements under Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

Section I General context

In 2021 and beyond, the European Union will continue to face the dual challenge of staying open as part of a globalised and interconnected world whilst ensuring the safety and guaranteeing the security of its citizens, residents, visitors, territory and infrastructures. The areas of border management, internal security and migration management in Europe will undergo major transformation in the years to come, by moving steadily from the physical to the virtual world and converging rapidly at the same time. The efficiency of border management, the adequate protection of EU external borders and the ability to respond to continuously increasing and evolving security threats, such as terrorism, organised crime and cybercrime, will increasingly rely on the timely, efficient and comprehensive exchange of information between relevant national and European authorities, best facilitated by modern information technologies and systems. The role of eu-LISA in relation to these systems is set out below.

Justice and Home Affairs area

At the same time, the ongoing digital transformation in the Justice and Home Affairs area will continue and even accelerate in the coming years. Therefore, the EU should further explore the capabilities of technology to support and contribute to the delivery of its priorities. New and innovative technologies will ensure more effective information-led operational cooperation for the Member States and EU institutions and agencies. The deployment and use of more sophisticated, flexible and integrated IT systems and tools at EU level to support the work of the Member States and EU institutions and agencies will become a vital component of the EU response to evolving security threats. The continuous evolution of the large-scale IT-systems and their interoperability is essential to better serve end-user needs, meet changing policy demands and, ultimately, provide an integrated intelligent approach to ensuring internal security.

European Dactyloscopy Database (Eurodac)

eu-LISA is responsible for the operational management of the European Dactyloscopy Database (Eurodac), the Schengen Information System (SIS) and the Visa Information System (VIS) and their respective accompanying relays. These systems operate on a continuous basis and provide direct access for 28 Member States, four Associated Countries and specific JHA agencies. The systems are essential for the normal functioning of the Schengen Area, the efficient management of its external borders, for internal security and the implementation of the common EU asylum and visa policies. In the coming years, these systems will evolve and change in line with priorities.

The Pact on Migration and Asylum, published by the European Commission on 23 September 2020, sets out the EU's comprehensive approach to issues such as external borders, asylum and return systems, the Schengen area of free movement, the external dimension of migration, legal migration and integration. The Pact encompasses several new tasks for eu-LISA, with a particular focus on the reform of Eurodac. The purpose of the Commission proposal (COM (2020) 614) is to transform Eurodac into a common European database to support EU policies on asylum, resettlement and irregular migration. eu-LISA is currently preparing for the implementation of the evolution of Eurodac. Eurodac will have to undergo major architectural changes to achieve the right level of interoperability, e.g. with ETIAS and to integrate with the different interoperability components.

Schengen Information System (SIS)

New EU regulations on strengthening the Schengen Information System (SIS) have been adopted and entered into force on 28 December 2018. The Agency is working towards the implementation of these Regulations, in close cooperation with the Member States and the European Commission, and in line with the legal requirements. This process will have to be finalised by the end of 2021.

Visa Information System (VIS), the Entry-Exit System (EES), and ETIAS

In May 2018, the European Commission submitted a proposal for a Regulation to amend the Visa Information System (VIS),⁹ introducing, among other things, a facial image search capability and the inclusion of long-stay visas and residence permits. Work is ongoing in the European Parliament and in the Council on the legislative proposal concerning the reinforcement of the current legal framework. Moreover, work on making the VIS and the Entry-Exit System (EES)¹⁰ interoperable is also ongoing, in accordance with the EES Regulation.

In addition to the existing systems, new systems are being developed, and will become operational in the coming years. The Agency started implementing the EES and ETIAS¹¹ following the adoption of their respective Regulations. The EES Central System is to be ready by 2020, allowing for subsequent testing with the Member States ahead of entry-into-operation scheduled for 2022. The ETIAS Central System is being developed by eu-LISA for the end of 2021, to be followed by testing with the Member States and entry-into-operation scheduled for the end of 2022. The consequential amendments to the ETIAS legal basis, likely to be adopted in the near future, will enable eu-LISA to advance with the implementation of ETIAS.

In the area of judicial cooperation, eu-LISA is responsible for the development and operational management of the future European Criminal Records Information System for Third-Country Nationals (ECRIS-TCN),¹² which entered into force on 11 June 2019. In 2021, preparations will continue based on the same three work streams as in the preparations for the EES and ETIAS.

Justice area: ECRIS-TCN and e-CODEX

In the justice area, besides the development of ECRIS-TCN, eu-LISA may also play a crucial role in the further digitalisation of the judicial information exchange, subject to the adoption of the relevant legal basis. The possible future management by eu-LISA of a highly capable and secure platform for cross-border communication in civil and criminal proceedings, the so-called e-CODEX, will also be a major development. In 2021, eu-LISA will continue to contribute to the evolution and takeover of e-CODEX, with a view to its entry-into-operation at the end of 2023. On 1 and 2 October 2020 at the Special European Council meeting, the Council Conclusions were adopted and went on to stress that digitalisation is crucial to nurturing new forms of growth and strengthen the EU's resilience, by e.g. fostering the European development of the next generation of digital technologies and accelerating the deployment of very high capacity and secure network infrastructures. The Agency is ready to take on responsibility for maintaining the e-CODEX applications and has the technical expertise to ensure the efficient management of the e-CODEX IT infrastructure and standards. It has sufficient experience of managing a variety of governance structures, and of enabling the full involvement of the Member States and the European Commission.

⁹ Proposal for a Regulation of the European Parliament and the Council amending Regulation (EC) No 767/2008, Regulation (EC) No 810/2009, Regulation (EU) 2017/2226, Regulation (EU) 2016/399, Regulation XX/2018 [Interoperability Regulation], and Decision 2004/512/EC and repealing Council Decision 2008/633/JH [Brussels, 16.5.2018 COM(2018) 302 final 2018/0152 (COD)]

¹⁰ Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third-country nationals crossing the external borders of the Member States and determining the conditions for access to the EES for law enforcement purposes, and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011 [OJ L 327, 9.12.2017, p. 20–82].

¹¹ Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226 [OJ L 236, 19.9.2018, p. 1–71].

¹² Regulation (EU) 2019/816 of the European Parliament and of the Council of 17 April 2019 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 and amending Regulation (EU) 2018/1726 [OJ L 135, 22.5.2019, p. 1–26]

Information architecture for the JHA

In addition to developing these individual systems, eu-LISA will develop and implement the interoperability architecture of large-scale IT systems. Interoperability and its components are the foundations for a cutting-edge, agile and efficient information architecture for the JHA area.

Decentralised systems for the JHA

Faced with the security threat landscape and the need for coherent advances in both the Justice and Home Affairs areas, discussions are already taking place between the Member States and the European Commission on how decentralised systems, such as Passenger Name Records (PNR) and Prüm, could be adapted to improve information exchange and to have better and broader access to data.

The new systems and evolution of existing ones will be game-changers in the Justice and Home Affairs area. The new technology will gradually move away from the silo approach towards a new holistic approach across the systems, with full respect for the original business objectives and access safeguards of individual systems, and for the fundamental principles of data protection and privacy. This new approach will facilitate information exchange, turn available data into information and establish common standards for information exchange and best practices. The new technology and approach will bring new solutions and more efficient operational procedures for end-users.

eu-LISA's role in the areas of freedom, security and justice

The role and importance of eu-LISA is expected to grow for the Member States and the EU as a whole. The Agency will be one of the most important contributors to the successful implementation of relevant policies in the areas of freedom, security and justice, aimed at enhancing border management, internal security and migration management. The Agency will continue to deliver required services to the eu-LISA stakeholder community, to the high standards achieved to date.

eu-LISA's operational role: data

Concerning data quality, eu-LISA under its extended mandate will continue to provide operational support to the Member States and put in place automated data quality control mechanisms and common data quality indicators, in line with the specific provisions of the relevant legal instruments governing the systems entrusted to the Agency. As part of the implementation efforts for the new interoperability architecture in the JHA area, eu-LISA will develop a central repository for reporting and statistics. Comprehensive reports using anonymised data, including customisation capability, will be provided to stakeholders on system usage and statistics, in line with the interoperability and other relevant regulations.

eu-LISA's operational role: training

eu-LISA will also continue to provide training on the technical use of the large-scale IT-systems to the Member States, extending the scope of work in this area to cover the new systems and interoperability components as necessary. These efforts will be supported through its modern, secure and reliable e-Learning platform.

eu-LISA's collaboration

The Agency will continue its collaboration with the JHA agencies and will explore possibilities for concluding new forms of collaboration within the remit of its extended mandate. Cooperation will continue with the Member States and Associated Countries as key stakeholders of eu-LISA. The Agency will maintain close contact with the EU institutions and EU agencies as they are important partners for eu-LISA. Within this context, eu-LISA and ENISA will continue their regular cooperation in the areas of business continuity, information security and research, in accordance with the Memorandum of Understanding, entered into force in January 2018, and the multiannual cooperation plan 2021-2023 that is currently being drawn up. Where provided by the Union's legal acts, and insofar as it is necessary for the performance of its tasks, working arrangements with

international organisations, such as Interpol and IATA, may also be established in accordance with the Agency's regulations.

eu-LISA and EU security

In line with the European Commission's communication on the EU Security Union Strategy (COM(2020) 605), of the 24 July 2020, eu-LISA will prioritise the goal of ensuring the resilience of the critical infrastructure to withstand cyber threats and protect against organised crime. The COVID-19 pandemic has further highlighted the need to guarantee security in both physical and digital environments. The Agency regards security and the respect for fundamental rights as being consistent and complementary, rather than conflicting concepts. eu-LISA will build on its expertise and experience to continue implementing the EU Security Union Strategy.

eu-LISA and cybersecurity

To adequately address the cybersecurity risks faced by large-scale IT systems under the Agency's management, the Agency will continue its proactive approach in close collaboration with the Member States and relevant EU agencies. In this respect, the Agency's focus is to strengthen and enhance the overall cybersecurity architecture and procedures in the systems under its operational management by proactively monitoring, planning and responding to potential risks.

eu-LISA's technical site in Strasbourg

In Strasbourg, the second extension of the operational premises to host current and future projects has been initiated and in 2021 the building phase will commence.

Section II Multiannual programming 2021–2023

1. Multiannual objectives³³

1.1. Strategic goals 2018-2022

The Agency's strategic goals described below reflect its mandate at the time of writing and its priorities as defined in dialogue with the Member States and the Commission. These goals have been reconfirmed in the Agency's updated long-term strategy, adopted by the Management Board (MB) in November 2017.

The goals are regularly monitored and are subject to regular reviews and fine-tuning to meet the evolving needs of the organisation and its stakeholders.

The Agency's updated long-term strategy establishes four strategic goals, namely:

- **Strategic Goal 1: to continue to grow as a contributor to and implementing partner for the relevant policies in the EU.**
- **Strategic Goal 2: to maintain and extend the role of the Agency as an EU information and communication technology (ICT) centre of excellence and service provider.**
- **Strategic Goal 3: to continue growing as the principal EU ICT technology hub.**
- **Strategic Goal 4: to continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.**

These strategic goals are further broken down into multiannual objectives in the next section.

³³ This section is developed in accordance with the Agency's long-term strategy, adopted by the Management Board in November 2017.

1.2. Strategic multiannual objectives 2021–2023

Since its establishment, eu-LISA has defined its long-term strategy in line with its mandate under the Establishing Regulation, and regularly monitors its implementation. This allows the organisation to streamline efforts to deliver on its mission and fulfil its vision. In 2017, the Agency updated its long-term strategy with strategic goals and related strategic objectives for the period 2018-2022. This sets the direction for the Agency’s development during this five-year period. To deliver on these strategic goals, the Agency has elaborated for the period 2018-2022 a multiannual overview that breaks down the strategic goals into strategic objectives and links them to the corporate performance indicators.

The links between the strategic goals, strategic objectives and corporate performance indicators are set out in the tables below.

TABLE 1. STRATEGIC GOALS, ACHIEVEMENT INDICATORS

Strategic Goals	Achievement indicators
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	Percentage (%) of security objectives implemented as defined by legislation
	Number of emergency drills/security and business continuity-related exercises performed annually
	Eurodac central system availability
	Eurodac central system response time
	Wide Area Network availability (for SIS and VIS systems)
	SIS central system availability
	SIS central system response time
	VIS/BMS central system availability
	VIS/BMS central system response time
	Trainee satisfaction with training provided
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	Cancellation rate (%) of payment appropriations
	Rate (%) of budgetary commitments implementation
	Rate (%) of payment implementation
	Ratio (%) of administrative resources and ratio (%) of operational resources compared to all human resources within the Agency (staff and SNEs)

	Ratio (%) of payments completed within the statutory deadlines
Strategic Goal 3: continue growing as the principal EU ICT technology hub	Acquisition management: procurement projects on schedule
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	Customer satisfaction: % of the Member States customers satisfied or very satisfied with the overall service provided by eu-LISA Service Desk
	eu-LISA Service Desk Performance
	Assessing completion and progress of projects against a (re)baseline of defined quality/cost/time parameters and taking into account the project targets
	Project Management: Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project lifecycle.
	Percentage (%) of audit recommendations implemented within stipulated deadlines which are: <ul style="list-style-type: none"> • Critical • Very Important • Important
	Number and age of outstanding recommendations which are: <ul style="list-style-type: none"> • less than six months • between six months and one year • more than one year
	Efficiency of the procurement process
	Environmental indicators
	Absenteeism rate (%) within the reporting period
	Annual Percentage (%) of Staff Turnover
	Annual Percentage (%) of Occupancy rate
	Talent retention index
	Staff engagement levels
	eu-LISA internal communication impact
eu-LISA external communication impact	

TABLE 2. ELEMENTS OF THE STRATEGIC OBJECTIVES, FOR THE PERIOD 2018-2022

Strategic goals	Strategic objectives	Elements of the strategic objectives
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.1 Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	1.1.1 Effectively and efficiently manage all systems entrusted to the Agency
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.1 Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	1.1.2 Timely, effective and efficient evolution of all systems entrusted to the Agency
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.1 Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	1.1.3 Consolidate and optimise the large-scale IT systems' infrastructure
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.2 Continuously increase the added value of systems, data and technology to the stakeholders	1.2.1 Move from ex-post data analysis (statistics) to analytics
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.2. Continuously increase the added value of systems, data and technology to the stakeholders	1.2.2 Develop and implement new/additional systems if so provided by relevant legislative instruments
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.2 Continuously increase the added value of systems, data and technology to the stakeholders	1.2.3 Increase the visibility of the Agency's corporate and systems performance to all stakeholders
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.2. Continuously increase the added value of systems, data and technology to the stakeholders	1.2.4 Deliver appropriate systems training for the Member States and other relevant stakeholders
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.3. Strengthen information security capabilities related to the systems entrusted to the Agency	1.3.1 Improve, test and refine Agency's Business Continuity Management and Disaster Recovery procedures
Strategic Goal 1: continue to grow as a contributor to and implementing partner for the relevant policies in the EU	1.3. Strengthen information security capabilities related to the systems entrusted to the Agency	1.3.2 Strengthen and develop the Agency's IT and cybersecurity framework for its systems and communication networks
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.1. Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	2.1.1 Accomplish implementation of sourcing strategy that offers required agility to provide cost-effective ICT solutions and services

Strategic goals	Strategic objectives	Elements of the strategic objectives
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.1. Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	2.1.2 Continuously improve vendor management processes, tools, reporting and capabilities within the Agency
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.1. Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	2.1.3 Monitor the efficiency of the Agency's operations and continuously seek the optimising of the Total Cost of Ownership
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.1. Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	2.1.4 Develop the Agency's operational model toward compliance with industry standards for IT Service Management (ITSM/ITIL)
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.1. Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	2.1.5 Systematically implement adopted project management standards, processes and practices
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.2. Provide ICT services and expertise to other agencies in support of the Common Approach	2.2.1 Develop and implement appropriate service portfolio
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.2. Provide ICT services and expertise to other agencies in support of the Common Approach	2.2.2 Adapt the Agency's standard service model accordingly
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.2. Provide ICT services and expertise to other agencies in support of the Common Approach	2.2.3 Share best practices and services with other agencies, with a particular focus on the area of ICT
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.2. Provide ICT services and expertise to other agencies in support of the Common Approach	2.2.4. Provide new and improve existing services and solutions to meet stakeholder requirements
Strategic Goal 2: maintain and extend the role of the Agency as an EU ICT centre of excellence and service provider	2.2. Provide ICT services and expertise to other agencies in support of the Common Approach	2.2.5. Industry-standard set of IT services developed and implemented
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.1. Identify new solutions to facilitate optimisation of business processes	3.1.1 Follow the developments in research and innovation

Strategic goals	Strategic objectives	Elements of the strategic objectives
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.1. Identify new solutions to facilitate optimisation of business processes	3.1.2 Further research monitoring and engagement tools to enable rapid integration of relevant aspects of research into the Agency's business processes
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.1. Identify new solutions to facilitate optimisation of business processes	3.1.3 Enlarge the business knowledge available in the Agency
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.2. Be a trusted advisor and a technical enabler to the stakeholders on matters within the mandate of the Agency	3.2.1 Seek synergies with other private and public sector ICT actors in support of research and innovation exchange
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.2. Be a trusted advisor and a technical enabler to the stakeholders on matters within the mandate of the Agency	3.2.2 Provide advice to stakeholders about matters relating to the mandate and activities of the Agency
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.2. Be a trusted advisor and a technical enabler to the stakeholders on matters within the mandate of the Agency	3.2.3 Evolve and maintain relations with relevant stakeholders
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.3. Explore and implement the interoperability architecture and its effects on the NS and CS, and the operational model of the Agency	3.3.1 Establish enterprise architecture capabilities in the Agency
Strategic Goal 3: continue growing as the principal EU ICT technology hub	3.3. Explore and implement the interoperability architecture and its effects on the NS and CS, and the operational model of the Agency	3.3.2 Develop a consistent enterprise architecture model for the JHA area and related areas
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.1. Ensure systematic compliance with the EU regulatory framework and general governance requirements	4.1.1 Comply fully and on time with all statutory reporting obligations
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.1. Ensure systematic compliance with the EU regulatory framework and general governance requirements	4.1.2 Continuously develop and strengthen the Agency's budgetary, financial and procurement management, procedures and practices in line with relevant legal acts and the principles of performance management
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.1. Ensure systematic compliance with the EU regulatory framework and general governance requirements	4.1.3 Continuously monitor and regularly review and update the internal control framework

Strategic goals	Strategic objectives	Elements of the strategic objectives
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.1. Ensure systematic compliance with the EU regulatory framework and general governance requirements	4.1.4 Ensure systematic compliance with data protection and security requirements
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	4.2.1 Maintain and operate a sound and adaptive governance framework including processes and procedures following industry best practices and standards
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	4.2.2 Identify key capabilities and processes that need adjustment and implement changes necessary to improve performance in a systematic and measurable way
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	4.2.3 Implement and manage the Agency's quality management system
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	4.2.4 Systematically assess alignment between existing or new business objectives and allocation of resources and capabilities to deliver them
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.3. Continue to be an attractive employer, retain and continuously develop staff	4.3.1 Ensure adequate working conditions for all staff
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.3. Continue to be an attractive employer, retain and continuously develop staff	4.3.2 Identify, attract, develop and retain talented employees and ensure their professional development
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.3. Continue to be an attractive employer, retain and continuously develop staff	4.3.3 Design and implement a knowledge management framework
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.3. Continue to be an attractive employer, retain and continuously develop staff	4.3.4 Develop the HR function towards business partnership in order to better support the staff needs and objectives of the organisation
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.4. Develop and maintain a positive image towards its internal and external stakeholders	4.4.1 Promote and maintain a positive image of the Agency through outreach activities and effective external and internal communications

Strategic goals	Strategic objectives	Elements of the strategic objectives
Strategic Goal 4: continue to develop an efficient and agile organisation in compliance with the EU regulatory framework	4.4. Develop and maintain a positive image towards its internal and external stakeholders	4.4.2 Maintain the visibility and credibility of the Agency's work and contribution to the EU amongst external stakeholders

2. Multiannual programme (2021–2023)¹⁴

This section sets out the specific areas of action that need to be addressed in the period 2021–2023 to support the achievement of the strategic goals and objectives of eu-LISA. The areas of action support and ensure cohesion between the Agency's business functions and the horizontal activities that support both the core business and the Agency's strategic objectives. Moreover, they provide guidance and support for planning the practical activities and actions and, in this way, the Agency ensures that all its actions are in line with the statutory requirements and lead to achieving its vision and fulfilling its mission. eu-LISA draws up its single programming documents in line with the logic and scope of the long-term strategy.

2.1.1. Operational management and evolution of the existing systems

eu-LISA will ensure that the IT systems are fully available to the Member States and relevant EU agencies by providing high-quality 24/7 operational management of these systems. This will be achieved through constant monitoring of the systems, and incident management and interaction with the Member States and EU agencies having access to the systems. Likewise, efficient management and maintenance of the backup technical site will continue to be ensured.

SIS

Current SIS operations are running successfully. However, following the adoption of the new SIS legal basis in 2018 and faced with the challenges and needs of the internal security area in Europe, the SIS Central System requires a number of necessary evolutions from both the technical and business perspectives.

By the end of 2021, it is planned that the new central repository for reporting and statistics will be available to provide improved functionalities in the SIS area.

The updated Schengen Information System legal framework covers the following areas:

- police and judicial cooperation in criminal matters;
- border checks;
- the return of illegally staying third-country nationals.

Some examples of specific functionalities under the new legal basis in this area are:

- the creation of SIS alerts on irregular migrants, subject of return decisions;
- the use of latent fingerprints and palm-prints for biometric identification, in addition to standard fingerprints;
- the creation of a new alert category on 'Unknown Wanted Person', for which forensic data may exist in national databases (e.g. a latent print left behind at a crime scene).

The Agency will continue to add more categories of alerts, areas and other functionalities into the system to significantly increase the current SIS Central System capabilities. The Agency will finish implementing the functionalities related to the registration of return decisions and refusals of entry into SIS, that will improve the capabilities of SIS to support the EU return policy and border management. The Agency will work to meet other new requirements deriving from the legal basis, such as by extending the availability of SIS to more end-users, with additional data quality controls and available statistics, and ensuring broader access to SIS by the Member States and EU institutional users. In addition, the Agency is fully involved in the project on SIS AFIS, which according to the new requirements should be fully rolled out to all Member States by the end of 2021.

¹⁴ This section is aligned with the Agency's long-term strategy, adopted by the Management Board in November 2017.

There are regulatory deadlines for the implementation which must be respected, meaning that all the preparatory work has to be finalised by 2021. The Agency will also implement the interconnection with ETIAS leveraging the creation of a generic interconnection module and, purely in the infrastructure area, will end the move of the PPE environment in the BCU from inside the mountain to outside the mountain.

Further to the adoption of the regulations on interoperability, all the evolutions will be coordinated with the interoperability components and the adaptation of all SIS components will be planned and executed accordingly. Details of this are in the section below on the new systems.

Eurodac

In 2021, the technical developments of the Eurodac system will continue, including its capacity, to keep it aligned with the needs of the Member States to manage the migration flows. An additional capacity upgrade of the system might be implemented to cope with the impact of any changes to the system's storage and transaction throughput, if required by the actual use of the system.

In the future, once the legal basis is adopted, the system will evolve in line with the amended Commission proposal for a Eurodac regulation, issued in the framework of the Pact on Asylum and Migration in September 2020 (Commission proposal COM(2020) 614). This proposal (amending the 2016 proposal for a recast Eurodac Regulation (Eurodac recast)) puts in place clear and consistent links between specific individuals and the procedures that they should follow to assist with the control of irregular migration and the detection of unauthorised movements.

With the implementation of the Eurodac recast, the plan is to redesign the system's architecture and modernise its infrastructure. However, due to the delayed adoption of the 2016 Eurodac recast, and a potential delay in the adoption of the Commission proposal 2020, several Eurodac components due to be modernised as part of the implementation of the Eurodac recast now risk reaching the end of their support lifecycle before the system has been redesigned. Such components, for example, concern:

- the management of the licences of PMAs (Programmable Matching Accelerators) boards – the main component of the AFIS. Following the programmed 'End of Support' and 'End of Life' notifications for the PMA M5 boards, eu-LISA will have to perform in the shorter term higher scale adaptive maintenance activities, instead of waiting, as initially planned, for implementation of the Eurodac recast;
- the underlying version of Oracle database, which will reach the end of market driven support by the end of 2022. This affects the main Eurodac application (CAFIS) that is managing both business and biometric workflows, and which is not compatible with the next version of Oracle. For this reason, CAFIS will need to be upgraded as well.

These adaptive maintenance activities force eu-LISA to consider significant interventions to Eurodac leading ultimately to split of business functionalities from biometric components and to deploying the system under the CSI (Common Shared Infrastructure) platform before the Eurodac recast is adopted.

With regard to the future standardisation of Eurodac data, eu-LISA in cooperation with the Member States and the Unified Message Format (UMF) project stakeholders, has already started work on the extension of the UMF standard for asylum purposes. In all Eurodac developments, the extended UMF standard (or a UMF friendly notation, if the standard is not yet fully extended for asylum purposes) will be used.

As regards DubliNet, the new eu-LISA Regulation includes a provision to formalise the already existing responsibility of eu-LISA for DubliNet as per the service level agreement of 31 July 2014. In agreement/cooperation with the Member States, apart from maintenance services, possible evolutions of DubliNet will be assessed and implemented, such as, for example, changing the predefined PDF forms to further automated/ XML/UMF-compliant web forms.

VIS/BMS

For the period 2021–2023, eu-LISA will continue to ensure the uninterrupted availability of the VIS and BMS through regular and comprehensive maintenance. Subject to an amendment of the VIS Regulation (VIS recast), eu-LISA will have to implement substantial evolutions stemming from this amendment. In this period, eu-LISA's main efforts will focus on developing the system in line with the proposed amendment of the VIS Regulation. That covers its interoperability with other systems, and keeping the VIS and BMS transactional capacity aligned with business requirements. The proposed changes will allow:

- more thorough background checks on visa applicants, and security information gaps to be closed by better information exchange between the Member States;
- full interoperability with other EU-wide databases;
- pre-travel vetting through the introduction of a minimum-security baseline for third-country nationals (by introducing mandatory and automatic checks for Visa Exempt and Visa Required third-country nationals) requiring pre-travel authorisation to visit the Schengen area;
- increased service availability in the case of an incident or maintenance with almost no downtime, through the implementation of a transversal active-active architecture.

The VIS recast will improve border crossing for third-country nationals (TCNs), as it will reinforce confidence that a TCN meets all the requirements for entering the Schengen area. Automation of the consultation and notification procedures is foreseen, together with data quality checks, enhanced statistics and reporting, and the addition of biometric checks with facial recognition technologies. It will also improve border crossing for holders of residence permits and national visas through the same principles: by centralising data, making data available across the entire Schengen area and at borders. The measures to be put in place include enhanced security checks across all databases, better data and information exchange, more efficient return procedures, and more capacity to prevent and prosecute crime. At the end of the implementation period stipulated by the legal basis, the system should be fully aligned with the applicable legal provisions. These activities will bring changes to both the central as well as the end-users' respective systems (the Member States and Europol).

During this planning period, the Agency will continue with activities to ensure a connection between VIS and the new interoperability components. The interconnection between the VIS and EES is already ongoing, in parallel with the migration of the BMS to the sBMS. It is planned to use the sBMS for the VIS on the entry into operation of the EES.

The VIS/BMS new test environments for Member States (NTE) will benefit from an upgrade making them more incident-tolerant, and from an improved SLA to increase the resolution time in cases of blocking issues.

In 2021, the Agency will implement, test and report on a prototype for the European Online Visa Application Portal.

EES

During the 2022-2023 period, the EES will be put into operation and the Agency will be responsible for its operational management. This will include corrective, evolutive and adaptive maintenance of the system and user support for the MS. In accordance with the provisions in the EES legal basis (Regulation (EU) 2017/2226), the system will improve the quality of border checks for third-country nationals, ensure systematic and reliable identification of overstayers, reinforce internal security, and assist in efforts to combat terrorism and prevent serious crime. The EES will register electronically the time and place of entry and exit of third-country nationals admitted for short stays in EU Member States, and will calculate the duration of their authorised stays.

Other developments

Developments related to the interoperability based on the 2019 regulations will lead to synergies across core business systems. Accordingly, eu-LISA will develop further transversal services to enhance its current actions in line with the strategic development roadmap drawn up following the study on an advanced information architecture. During this period (2021–2023) the main components of the interoperability (European Search Portal, Shared BMS, Common Repository for Reporting and Statistics, Common Identity Repository and Multiple Identity Detector) will be under development.

To ensure the timely, effective and efficient evolution of the systems, the Agency is planning to continue the virtualisation over the Common Shared Infrastructure (CSI) for the different Core Business Systems (CBS) in the 2021–2023 period. The Agency will perform the necessary adaptation of its existing core business systems in order to build the foundation that will support the interoperability components, and migrate part of the CBS infrastructure into the already implemented Common Shared Infrastructure.

During this same period, the Common Shared Infrastructure will continue to evolve from 'Infrastructure as a Service' (IAAS) to 'Platform as a Service' (PAAS). This evolution will rely on the development of eu-LISA's Common Shared Services catalogue. The aim of the catalogue is to provide shared and standardised technical services to be used by existing and new Core Business Systems keeping in mind the legal requirements for segregation and separation of data and data flows. In addition, the Agency is planning to integrate asset management with configuration management.

2.1.2. Operational management and evolution of the communication infrastructure

Current VIS and SIS communication infrastructures are operated under the TESTA-ng II Framework Contract owned by DG DIGIT. This framework contract will expire on 30 June 2023. Before the expiry of this contract, the Agency must ensure that the SIS and VIS communication infrastructures are migrated on time to the new pan-European network. On the signing of the framework contract for the new pan-European network by DG DIGIT, the Agency will launch specific preparatory actions for implementation of the new communication infrastructure for the large-scale IT systems under its management (SIS/VIS TESTA networks).

In 2020, the Agency upgraded the VIS communication infrastructure to accommodate the increased bandwidth of the EES and ETIAS systems. Furthermore, a part of the SIS II communication infrastructure has been upgraded in 2020 to accommodate the AFIS functionality in SIS II. In 2021, the upgrade of the SIS II communication infrastructure will be completed, while in the VIS communication infrastructure some hardware components will be refreshed to ensure that the network can be supported until the migration to the pan-European network has been completed.

The tasks related to the operational management of the communication infrastructure will continue to be entrusted to third-party private sector providers under the responsibility and close supervision of the Agency. Such network providers will continue to be bound by the security measures laid down in the basic instruments for each system and in the SIS and VIS Network Commission decisions. They shall have no access whatsoever to any operational data stored in the systems, or transferred through the communication infrastructure, or to the SIS-related SIRENE exchanges.

As part of the operational activities, eu-LISA will continue to monitor³⁵ the use of its network connections and will take appropriate actions to make sure that such network connections have sufficient capacity for the needs of the Agency.

2.1.3. Development and implementation of new systems

EES

By 2022 the development of the EES will be finalised and the system will be fully operational.

ETIAS

Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) entered into force on 9 October 2018. ETIAS will be an EU system for visa-exempt third-country nationals crossing the external EU borders. The system will carry out pre-travel screening to assess the security and migration risks of travellers who benefit from visa-free access to the Schengen area, and thus allow the Member States to deny authorisation to travellers considered a security threat or a risk in terms of irregular migration or public health. Visa-free travellers will need to have both a valid travel document and an ETIAS authorisation to cross an external Schengen border. eu-LISA is responsible for the development and the technical management of the ETIAS Information System.

The ETIAS Central System will be developed by eu-LISA. Following testing with the involved stakeholders (Member States/EU agencies), it is planned to be operational by the end of 2022. The prioritised **implementing acts, delegated acts, implementing regulations as well as the ETIAS consequential amendments**, to be adopted by the end of 2020, will enable eu-LISA to continue with these preparations. The Agency has already set up the necessary governance bodies for the system.

ECRIS-TCN

The ECRIS-TCN Regulation as adopted by the co-legislators entered into force on 22 May 2019. The improvements will enable Member States to request details of criminal convictions through the ECRIS system directly from other identified Member States. The tasks to be performed by eu-LISA are two-fold: development of the new ECRIS-TCN system, which includes project management, development follow-up, and quality assurance and quality control activities, and later it will include the operational management and maintenance of the system. The current ECRIS Reference Implementation used by all but four Member States will be updated to interconnect with ECRIS-TCN. It should be possible to start the design of the ECRIS-TCN for the CIR and the sBMS by 2020. It is expected that in 2021, ECRIS-TCN will be in the development process with expected entry into operation in 2022.

Interoperability of the systems

The regulations on interoperability were published in the Official Journal of the European Union on 22 May 2019 and entered into force on 11 June 2019. The new interoperability components will allow border guards, police officers, visa and immigration officials to have faster, more reliable and more complete information on security threats. The implementation of these components, namely the European Search Portal (ESP), the shared Biometric Matching Service (sBMS), the Common Identity Repository (CIR), the Multiple Identity Detector (MID) and the Central Repository for Reporting and Statistics (CRRS) will require significant efforts in terms of design, build, test and implementation. On the other hand, the need for changes to the existing systems arises as biographic and biometric identity data will be transferred to the newly created CIR, the biometric templates will be migrated to the new sBMS, and the MID needs to be built as an automatic alert system for detecting

³⁵ Using the outcomes of the Advanced Network Statistics project carried out in the previous years.

multiple fraudulent identities.

Moreover, new transactional mechanisms may be necessary to accommodate all transactions via the European Search Portal and the capacity of the existing systems (particularly SIS) needs to be increased. Each existing system's legal basis has been/will be amended to reflect the interoperability initiatives. Extensive integration efforts will also be needed, with concomitant changes being made to the existing systems as well as to the ones under development to enable the interoperability components to operate.

Following the entry into force of the regulations, eu-LISA supported the Commission in drawing up the necessary implementing acts and delegated acts throughout 2019, implementation began towards the end of 2019. The implementation is ongoing and will continue for some years to enable the development of the necessary interoperability components, their implementation and integration of the existing and new systems into a new interoperability architecture for the JHA systems, managed by the Agency, and the systems managed by Europol and Interpol.

In 2021, eu-LISA plans to finalise the development of the sBMS, and start in 2022 with the migration of existing VIS, SIS and Eurodac biometric functionalities as well as the implementation of the ECRIS-TCN. Preparation for the migration of SIS AFIS and VIS BMS will also start in 2021, and will include the definition of functional and technical requirements, and the impact assessment of the actual migration in 2022.

Furthermore, to ensure an overall technical strategy and to accommodate and cope with the new interoperability components and changes to the existing systems, several functionalities will need to be put in place. These will include the *a priori* implementation of a consolidated and virtualised infrastructure, streamlined delivery processes (driven by automation), a standardised monitoring tool (for better controlling the components), and enhanced security processes.

With regard to statistics and reporting, eu-LISA will make the necessary preparations to coordinate the access of the competent authorities, the EU institutions and agencies referred to in the interoperability regulations, to consult certain data related to specific interoperability components without enabling the identification of individuals.

2.1.4. Security and business continuity

The current context of the Agency follows a service-oriented security model in which governance and management are robust processes for ensuring the smooth operation of eu-LISA's core business. Given the additional challenges for current and future IT systems, new technologies and new risks (additional cyber-threats, terrorism, etc.) are emerging all the time, and the need for additional crisis management capabilities are being identified. The objectives of the Agency's Security and Continuity Strategy are to offer solutions for maintaining a high level of security and business continuity services for the Agency and its stakeholders. In this context, the future security and business continuity of eu-LISA includes a dynamic security response, reflecting the needs of the Agency and its new Establishing Regulation and tackling the challenges in the area. This strategy includes the following four objectives for the Security function, to:

- continuously improve the security and continuity management framework by ensuring the integration of security processes in the service management, and by applying the security by design and security by default principles, in order to assure the Agency's compliance with the legal requirements, while satisfying the business needs. Assurance is to be provided to the stakeholders through the reporting of performance metrics;
- ensure the resilience of the core business systems and horizontally improve the Agency crisis management capabilities;
- ensure that the Agency's core business systems and the communications network effectively protect the information that they handle and function as they need to, when they need to, under the control of

legitimate users;

- ensure the security and resilience of the corporate systems and infrastructure.

To this end, the Agency will continue, for the period 2021–2023, to execute the activities related to the strategic approach described above to further consolidate the security and business continuity governance of eu-LISA. The ultimate goal is to ensure that eu-LISA will maintain the highest levels of security and business continuity to fulfil its mandate. In this context, the security and continuity management framework, also incorporating the risk management processes, will be continuously reviewed and adapted to the business needs.

The activities related to protective security will continue to be focused on managing the day-to-day operations of physical security services to protect staff, facilities and sites (including the management of the guard services), as well as the specific operational processes and activities regarding the staff security, industrial security, emergency response and safety (including training and awareness of the personnel). At the same time, improvements or upgrades of the specific technical physical security controls will also be performed for eu-LISA sites in Tallinn and Strasbourg as well as at the Brussels office, in line with the outcomes of the specific security risk management.

In this protective security area, eu-LISA will work on refining and testing business continuity and disaster recovery plans for the Agency and the systems under its responsibility through the implementation, operation, improvement and continuous evolution of the end-to-end approach as required under the Agency's mandate. As regards the large-scale IT systems managed by the Agency, eu-LISA will continue testing its business continuity plans both via corporate exercise or end-to-end exercises organised with the involvement and support of the Member State communities. At the same time, the processes for implementing recommendations from earlier business continuity exercises will continue.

The Agency will continue to provide strategic security outreach to stakeholders on security and business continuity matters. One of the main settings is represented by the Security Officers Network¹⁶ that facilitates the exchange of information, best practices, advice and guidance at the level of security experts dealing with large scale IT systems. This has become the enabling forum for coordination between eu-LISA, the Member States, and the associated countries in the security area. The Agency participates in other thematic fora and working groups on cybersecurity, to share experiences and increase the level of knowledge in this important area.

Likewise, eu-LISA will continue to participate in inter-agency working groups on business continuity and disaster recovery, with a focus on organisational resilience for providing uninterrupted services to the Member States.

As regards information security and assurance, the Agency will continue to develop two capability streams within the planning period. The first stream concerns the day-to-day delivery of information security and assurance service. This anticipates specific operational information service processes, such as governing, assessing, assuring, protecting, monitoring, responding and recovering information (based on the ISO27001 information security management system), to maintain a high level of information security and assurance for all the large-scale systems under the responsibility of the Agency. The second stream covers continuous development and evolution of the technical security architecture in accordance with the roadmap outlined in the Agency technology strategy to strengthen the resilience of the large-scale systems in relation to security incidents and cyber-attacks in the new era of interconnected and internet-enabled systems.

The Agency's technology strategy envisages an information security management service, with a

¹⁶ An informal network of security experts exchanging best practices on security and business continuity, advising the Management Board and the Advisory Groups upon request.

comprehensive cybersecurity programme based on:

- an updated and improved security architecture, based on the most relevant, advanced and effective security controls to protect against threats, based on accepted good practice, such as the CIS Critical Security Controls. The focus is on the basics such as whitelisting and patching, technical vulnerability management, privileged management, identity and access management and on implementing more advanced threat detection and protection mechanisms;
- a formal information assurance process built at the Agency level around the pillars of efficient management of security risks, continuous security-related audits and assessment, and regular management reviews;
- continuous monitoring and analytics to provide risk-based, actionable insights to enhance the security situation further (e.g. system behavioural analytics);
- development of an internal Security Operations Centre capability embedded in the service to enable the Agency to detect and respond to security attacks and incidents at a much faster pace, based on the implementation of the new Security Information and Event Management System (SIEM).

2.1.5. Core business support activities

Statutory reporting for systems

In the period 2021–2023, the Agency will continue to publish its statutory reports (as required in the current legal bases for each system under its management). eu-LISA will continue reporting to the relevant EU institutions and agencies, and in particular:

- publish the annual SIS statistics as per Article 66(3) of Council Decision 2007/533/JHA and parallel provision in the Regulation (EC) No 1987/2006 in 2021; and as from 2022 under Article 60(3) of Regulation (EU) 2018/1861, Article 74(3) of Regulation (EU) 2018/1862 and Article 16 of Regulation (EU) 2018/1860;
- submit every two years the report on the technical functioning of the SIS including security pursuant to Article 46(8) of Council Decision 2007/533/JHA and parallel provision in Regulation (EC) No 1987/2006; and as of 2023 under Article 60(7) of Regulation (EU) 2018/1861, Article 74(8) of Regulation (EU) 2018/1862;
- submit every two years the report on the technical functioning of the VIS including security pursuant to Article 50(3) of Regulation (EC) No 767/2008 and Article 17(3) of Council Decision 2008/633/JHA;
- submit every year an annual report on the activity of the Eurodac central system, including its technical functioning and security pursuant to Article 40(1) of Regulation (EU) No 603/2013;
- publish every year Eurodac annual statistics under Article 8(2) of Regulation (EU) No 603/2013;
- As soon as the EES is in operation, it will:
 - publish quarterly statistics on the EES under Article 63(4) of Regulation (EU) 2017/2226; and the annual report under Article 63(5);
 - two years after the start of operations, report on the technical functioning of EES including the security thereof under Article 72(4) of Regulation (EU) 2017/2226.
- As soon as the ETIAS is in operation, it will:
 - publish quarterly statistics on the ETIAS under Article 84(4) of Regulation (EU) 2018/1240; as well as an annual report under Article 84(5);
 - two years after the start of operations, report on the technical function of ETIAS including the security thereof and statistical data concerning the ETIAS watch list under Article 92(4) of Regulation (EU) 2018/1240.
- As soon as ECRIS-TCNs IS in operation, it will:
 - publish statistics under Article 37(5) of Regulation (EU) 2019/816.

In addition, eu-LISA will continue to publish, on an annual basis in the OJ of the EU, the list of competent authorities authorised to directly search data contained in the SIS, together with the list of National SIS Offices and the national SIRENE Bureaux (in 2021 under Article 31(8) of Regulation (EC) No 1987/2006 and parallel provision in Council Decision 2007/533/JHA). As from 2022, the lists will be published under Articles 7(3) and 41(8) of Regulation (EU) 2018/1861 and parallel provisions in Articles 7(3) and 56(7) in Regulation (EU) 2018/1862, and the Agency will maintain an updated list on its website with any changes sent by the MS between annual publications.

The Agency will publish annually on its website the updated list of designated authorities, and specifying the exact units that have access to data recorded in the Eurodac central system, under Article 27(2) of Regulation (EU) No 603/2013.

Under Article 65(2) of Regulation (EU) 2017/2226, three months after the EES has started operations, eu-LISA will publish a consolidated list of competent authorities - as per Member States' notifications - in the OJ of the EU. Following the first publication, the Agency will publish annual consolidated updates on its website.

Under Article 87(2) of Regulation (EU) 2018/1240, three months after the ETIAS has started operations, eu-LISA will publish a consolidated list of the competent authorities with access to the ETIAS system - as per Member States' notifications - in the OJ of the EU. Following the first publication, the Agency will maintain a public website with updated information, and a consolidated list will be published once a year.

Under Article 34(2) of Regulation (EU) 2019/816, eu-LISA will publish the list of central authorities notified by the Member States, which have access to the ECRIS-TCN in the OJ of the EU. In addition, the Agency will publish the list with any updates as soon as they are notified by the Member States.

Training for the Member States on the technical use of the IT systems managed by the Agency

eu-LISA will continue to provide training activities on the technical use of all systems in its remit (in the period in question, this should involve training on SIS, VIS, Eurodac, EES, ETIAS, ECRIS-TCN and interoperability components) for relevant national authorities and EU agencies.

Subject to further analysis, training sessions on the new systems will be divided into two phases. The first phase will focus on training related to pre-deployment technical activities and the second on the operational aspects of the new systems after entry into operation (EiO). Moreover, some stand-alone sessions for particular systems are envisaged to focus on specific and important topics (e.g. on Central System simulators). Furthermore, to better meet trainees' needs, especially those arising from the implementation of new systems, the current framework of Development Training Programme for IT Operators will be replaced by a 'target group approach' in which training will focus more on the specific profiles of trainees.

Various delivery formats are foreseen (eLearning, self-study materials, face-to-face sessions, supporting webinars), albeit that given the new systems' criticality and the significance of the change ahead, the pre-deployment phase courses will mainly be delivered as face-to-face sessions.

In the given period, training needs arising from the implementation of the SIS recast will be accommodated in eu-LISA's SIS training portfolio. A similar approach will be followed in relation to the amended VIS and Eurodac, subject to the adoption of their respective legal bases. Training on the EES will be given in standard post-EiO delivery mode from the beginning of 2022 onwards.

Subject to implementation in line with current planning, the pre-deployment training on ETIAS should start in Q3 2021 while the initiation of regular training cycles should be launched in Q2-Q3 2023 after ETIAS EiO. A full Training Needs Analysis will be undertaken in advance.

Following the adoption of the ECRIS-TCN Regulation and based on current indicative planning that foresees go live in Q4 2022, eu-LISA is likely to start offering the first ECRIS-TCN training sessions in Q4 2021.

Implementation of interoperability components will proceed at pace following approval of the legislation, with different components being developed during the period from 2019–2023. Given that the components are inherently different to the systems on which training is currently offered, the execution of a thorough training needs analysis is essential for understanding and preparing adequate training.

The enhancement of the eu-LISA training portfolio will be closely monitored to ensure that it is tailored at all times to meet community needs.

The successful training collaboration between the European Commission, the JHA agencies and the Member States that is already in place will continue through further joint training initiatives. This will be especially important given the involvement of some JHA agencies, particularly Frontex and Europol, in the usage of the new systems.

Quality management through the introduction of a certification mechanism for the eu-LISA training portfolio should be further addressed and an optimal solution implemented. The challenge of ensuring extended capacity to deliver high-quality training will be addressed by using resources available through the list of nominated expert trainers.

Finally, for the period of 2021–2023, the e-learning offer will be further enhanced after updates are implemented in the area of e-learning and management of online learning systems, with a special focus on the introduction of educational technology elements in eu-LISA training.

Research and innovation

The scope of research-related activities undertaken by the Agency has been extended, under Article 14 of the Agency's amended Establishing Regulation. More specifically, the Agency will contribute to the implementation of parts of the EU Research and Innovation Framework Programme (Horizon 2020, Horizon Europe) that relate to large-scale IT systems in the area of freedom, security and justice.

The Agency will monitor research developments relevant to the operational management of existing and new large-scale IT systems. This helps the Agency to maintain and extend its expertise in the development of existing and new large-scale IT systems in Europe and enhance its service provision to end-users. These activities support the Agency in fulfilling its mandate and tasks, and developing its image as an open, trustworthy and efficient EU Agency.

Given that several new systems and (in the case of interoperability) technical components will be developed and/or implemented in the period from 2021 to 2023, full effort will be given to identifying the latest relevant developments in research and technology that could be incorporated into projects focused on implementing new systems. The research and technology monitoring function will focus on relaying research findings to project staff, and those involved in design, development and implementation projects in particular, through the provision of monitoring reports and technical briefings. Additionally, the research monitoring work will equip the Agency with the latest essential in-depth knowledge and insight required for all its tasks, thereby consolidating it as a reliable partner for relevant policies on topics pertaining to the operational management of large-scale IT systems in the area of freedom, security and justice.

External outreach will continue to be an important element of research activities. The practice of annually reporting on technology monitoring outcomes to the European Parliament, the Council, the Commission and where the processing of personal data is concerned, the EDPS, will continue in line with legislative requirements. Furthermore, engaging and collaborating with JHA agencies will continue as an essential element for synergies in this area, through research networks and regular expert meetings.

In line with Article 15 of the Agency's revised Regulation, the Agency may be requested to carry out pilot projects, implementation tasks for proofs of concept funded under the instrument for financial support for external borders and visas, or it may plan and implement its own testing activities.

Support for the Member States, the Commission and other EU institutions, bodies, offices and agencies

The Agency will support the Member States, the Commission and relevant EU agencies in the context of Article 16 and Article 41 of the Agency's revised Regulation upon request.

This support may be provided in various forms: first, as advice to the Member States and EU agencies on connecting their national systems or interfaces to the central systems managed by eu-LISA, second, as *ad hoc* support requested by the Member States from the Commission in exceptional circumstances, third, as advice or support to the Commission on technical issues about existing or new systems, and fourth, as part of the task of developing, managing or hosting common IT components for a group of at least five Member States.

2.1.6. Corporate governance

Growing as a Centre of Excellence

In order to further develop its operations and improve cost-effectiveness by process integration, the Agency will continue developing its process and service model based on an ITIL/ITSM best practices adoption. In addition to service delivery processes, resolution processes and control processes, the Agency will develop and implement relationship processes, namely:

- demand management;
- business relationship management;
- vendor management.

This will align the Agency operations more closely with stakeholders' requirements and expectations, and increase stakeholder satisfaction. By using the principles of the Continual Service Improvement process, eu-LISA will seek opportunities to automate further and rationalise processes where possible, by benefitting from the integrated ITSM tool and its integration in monitoring tools. Thereafter, the improved Agency's integrated process and service model will be used for efficient and effective ongoing control, as well as for the continuous improvement of all eu-LISA services.

The planned implementation of the Knowledge Management process from the ITSM perspective will add opportunities for further enhancing eu-LISA's internal knowledge artefacts' database, and the knowledge artefacts of Member State users. The integration of the ITSM process model into the established project management process will lead to more standardisation and will control the transition into operations more efficiently.

In parallel, the Agency will put in place significantly enhanced service and process measurement based on the Agency's service measurement tree, automatic monitoring and reporting on the KPIs and SLA/OLAs. The aim of this is to make its operations more efficient. In practice, the Agency will focus on the proper implementation and optimal use of knowledge databases, and encourage knowledge-sharing among stakeholders. Additional significant enhancement of the configuration management together with asset management will guarantee more efficient control of the total cost of ownership. All these planned activities will be based on the Continuous Service Improvement process.

The Agency will continue to develop the existing tools, addressing the processes in place, to improve their scope and integration levels by providing more effective tools to be used by more stakeholders. eu-LISA will introduce specific tool(s) (available in the market) to support automation of the different phases or areas involved in the service development cycle. This will be aligned with the ITSM best practices, such as requirements collections, requirements analysis and design, version control, software testing, and further processes integration, etc.

Corporate governance framework

As regards corporate governance, in the period of 2021–2023, the Agency's governance framework's primary

focus continues to be to provide corporate governance elements such as corporate risk management, corporate KPI performance management, including providing legal advice to ensure that statutory requirements and relevant business needs are met. The Agency adheres to the concept of practising and delivering good governance in its actions and activities. In the area of compliance management in the period of 2021–2023, the Agency will continue to implement the revised internal control framework, closely following the updated concept and best-practices already established within the Commission.

Furthermore, eu-LISA aims at building effective portfolio management capabilities and best-practices to support compliance while improving the delivery of eu-LISA's long-term strategy. The Agency management will define and enforce a governance structure with effective controls, accountability and risk management at portfolio, programme and project levels. The Agency will have a more balanced view of operations with a more mature project and portfolio management lifecycle and at the same time by ensuring compliance with the Agency Financial Regulation for ex-ante and retrospective evaluations, notably through:

- continuous strategic engagement;
- identification and documentation of specific investments and expected business outcomes;
- alignment of the resulting programmes and projects with original strategic goals;
- benefits realisation to confirm that value was delivered and can be quantified.

Corporate quality management

Based on the Common Assessment Framework (CAF) methodology, and taking into account lessons learnt and best practices from the previous total quality management exercise, the Agency will assign the required resources and perform a self-assessment exercise in 2021 to identify potential areas of improvement regarding the quality levels applied in eu-LISA's processes and deliverables. The agreed outcomes of the 2021 activities will be incorporated as dedicated measures to eu-LISA's quality improvement plan, and implemented in the years 2022–2023 as planned.

The Agency will continue to strengthen its capability for managing the quality of programmes and projects by developing, rolling out and maintaining an overarching framework for Programme and Project Quality Management (PPQM). The PPQM framework shall cover all major processes under the scope of Quality Management discipline, namely Quality Planning, Quality Assurance and Quality Control, in accordance with best practices highlighted in the 'Project Management Body of Knowledge (PMBok) Guide', 'PRINCE2 Methodology', 'The Capability Maturity Model Integration (CMMI)', and 'The Standard for Program Management'.

Furthermore, eu-LISA will revise its IT governance framework by amending and updating its ITIL/ITSM governance roadmap, based on a framework of best practices for adopting an IT service management approach, according to the given and new requirements of stakeholders. For the period of 2021–2023, ongoing updates to the Agency's services and processes will remain important tasks, so as to maintain eu-LISA's efficiency and effectiveness in delivering its services (please see above).

Planning and corporate statutory reporting

The performance of the above actions will be an integral part of the Agency's overall planning and reporting cycles. This increases transparency for the Agency and its stakeholders and delivers value in line with the Agency's strategic goals. The ongoing production and reporting of management information based on corporate governance elements assists the Executive Director in managing the performance of the entire organisation and enables the Management Board and Advisory Groups to perform their roles of 'challenge and support' to the Executive Director. In particular, the Agency will seek to expand its strategic planning capabilities, to meet the legal requirements and to apply best business practices. In 2021, the Agency will take the necessary steps to update its long-term strategy.

The focus of the operational planning will be on providing a structured and comprehensive approach for implementing annual activities in line with the long-term strategy of the Agency and to better perform the internal planning of work and use of resources in the Agency's units and departments. The ex-ante evaluation of activities with substantial impact based on relevant Management Board decisions and on applicable rules, based on the Agency's Financial Regulation, will be performed to assure proper use of efforts and resources. The Agency will continue to upgrade its automation of information gathering for the annual planning and reporting. In addition, a regular review of the implementation of the long-term strategy will be carried out. The Agency will continue to inform its stakeholders and the general public about its activities through the regular publication of its interim annual activity reports as required under its new Establishing Regulation.

Internal audit

The Management Board and the Executive Director will continue to rely on the Internal Audit Capability of eu-LISA (IAC) for independent, objective assurance and insight into the effectiveness and efficiency of governance, service management, risk management, and internal control systems. In this way, the IAC supports eu-LISA in achieving its objectives.

eu-LISA will continue to cooperate with the European Court of Auditors and the Internal Audit Service of the European Commission by hosting their audit missions and taking measures to address the recommendations as appropriate. The IAC will continue to coordinate and facilitate the work in this area.

The IAC will implement the annually planned audits in line with the Agency's Strategic Internal Audit Plan and will be the main provider of IT audits to cover the Agency's operations and project management. For optimal performance and competency mix of its audit teams, the IAC will work together with audit firms based on appropriate procurement and contract arrangements. The IAC will continue reporting to the Executive Director, the Audit, Compliance and Finance Committee (ACFC) and to the Management Board on the progress in implementing the annual audit plan, audit reports and related key performance indicators.

The IAC will maintain the highest level of maturity (5 – Optimised) and continue to report to stakeholders on the results of its Quality Assurance and Improvement Programme (QAIP), and conformance with the International Standards for the Professional Practice of Internal Auditing.

2.1.7. Policy, stakeholders' relations and communications

Policy and stakeholders' relations

The Agency will stand by its commitments to the Member States, EU institutions, bodies, offices and partner agencies to act as a trusted and reliable partner and advisor on topics pertaining to the operational management of large-scale IT systems in the area of freedom, security and justice.

In this context, the Agency will closely follow and support when needed the work of the relevant formations dealing with legal proposals and operational initiatives, both in the Council Working Parties (e.g. COSI, IXIM, SIS-SIRENE, Visa) and the European Parliament's Committees (e.g. LIBE, BUDGET, CONT). A key focus will be placed on ensuring that eu-LISA's knowledge and expertise in the management of large-scale IT systems will serve as the basis for well-informed and fact-based decision-making by the co-legislators.

eu-LISA will maintain its close and constructive relationship with the European Commission and will look into further developing the existing partnership. In this respect, the provisions of the Memorandum of Understanding between eu-LISA and DG HOME, revised in 2019, will be fully implemented. The overall goals will include the mutual coordination of actions, support for the drafting of new legal proposals, the creation of synergies and regular dialogue with all relevant entities in DG HOME. If requested and within the Agency's mandate, eu-LISA will engage with other Commission DGs, such as DGJUST, DIGIT, NEAR or MOVE.

The Agency will maintain effective and close cooperation with the Member States and the Associated Countries,

as the main stakeholders of eu-LISA, and the end-users of its services. The Agency will continue to ensure the transparency of its activities for the benefit of the Member States. To achieve this goal, the Agency will reinforce its close working relationship with the JHA Counsellors in Brussels.

EU agencies remain a key group of the eu-LISA stakeholders and partners. eu-LISA will continue to implement the provisions of the Working Arrangements concluded since 2013 with several Justice and Home Affairs agencies, such as CEPOL, Frontex, EASO, FRA, Europol and Eurojust. eu-LISA will cooperate closely with relevant JHA agencies (Frontex, Europol and Eurojust) to ensure their access to SIS, VIS and/or Eurodac as enshrined in the legal bases, and to create their access to new EU information systems such as EES, ETIAS, ECRIS-TCN and the interoperability architecture, based on the access rights under the relevant regulations.

In light of the EU Security Union Strategy, eu-LISA will considerably step up its cooperation with ENISA. Both agencies will work towards consolidating their cooperation in the area of cyber and ICT security and other matters where synergies can be reached, based on the Memorandum of Understanding from 2018 and the Cooperation Plan 2021-2023. With a view to the implementation of the Pact on Migration and Asylum, eu-LISA will collaborate even more closely with EASO to deliver the goals envisaged by the European Commission. This cooperation has been outlined in the EASO-eu-LISA Cooperation Plan 2020-2022. In the process of the implementation and subsequent use of the new systems and the interoperability architecture in the JHA area, eu-LISA will cooperate closely with CEPOL to ensure that the officers on the ground have the necessary knowledge and skills to make maximum use of the new tools.

Regular communication will be carried out with the relevant JHA agencies in particular on the SIS recast, EES, ETIAS, ECRIS-TCN and interoperability to ensure adequate information exchange and timely implementation of the systems in order to best support the Member States. Particular attention will be placed on the different user communities of the systems and their needs to adjust their business processes and adopt new infrastructures and technical tools.

In addition, eu-LISA will cooperate with FRA on matters of mutual interest in relation to the use of the IT systems operated by eu-LISA and the new interoperability architecture. The common goals and cooperation activities are outlined in the bilateral Cooperation Plan 2020-2022.

eu-LISA will continue its proactive participation in the JHA agencies Network (JHAAN) and the broader network of decentralised agencies – the EU agencies Network (EUAN). In due course, eu-LISA will start preparations to chair the JHAAN, scheduled for 2024, based on the principle of rotation between the nine agencies.

The Agency may also seek to develop service-sharing with other EU agencies in the spirit of the Common Approach on EU decentralised agencies³⁷ and following the adoption of its revised mandate (i.e. Article 41(4) Cooperation with Union institutions, bodies, offices and agencies). Alignment with the Agency's service portfolio will ensure that such service-sharing is undertaken in a streamlined and efficient manner, and has no impact on the core activities of the Agency. The Agency will continue to provide specific agencies with access to the systems as stipulated in the legal acts.

Communication

The eu-LISA 2021 external communication objectives, goals and messages are based directly on the Agency's overall strategic objectives for 2018–2022. The communication initiatives will continue to promote the image and reputation of eu-LISA as a reliable and trusted contributor to the implementation of policies in the areas of freedom, security and justice, with its extended responsibilities vis-a-vis existing and new large-scale IT systems under its mandate. External communication will focus on providing updated information, increasing awareness

³⁷ Annex I to 11450/1, Brussels, 18 June 2012.

and promptly giving objective, reliable and clear information to stakeholders as required by the legal bases using modern means of communication, both on and offline.

In particular, the Agency will focus its communication efforts on highlighting the entry into operation of the new EES, increasing awareness about the ETIAS and ECRIS-TCN go-live in 2022, and promoting information about the impact of new technologies on strengthening internal security, combatting terrorism and facilitating smoother border checks. eu-LISA will coordinate in a timely manner with the relevant JHA agencies the communication on EES and ETIAS to ensure that adequate information is given to the Member States implementing the said systems. eu-LISA will provide timely and coordinated support for all the communication initiatives on the promotion of the ETIAS-related web-interface and the awareness actions targeted at stakeholders such as carrier organisations. All these initiatives will be closely coordinated with the European Commission's relevant units and JHA agencies.

The Agency will work on its internal communication to further improve intra-site information and knowledge-sharing among the notably increasing number of employees, located in three different geographical sites. To this end, it will update and improve its intranet so that it meets the needs of employees as an interactive and relevant platform for communication and engagement. Internal communication will provide timely input and regular updates on progress in the development of all the IT systems under the Agency's responsibility and the plans and construction phases of the new building(s) at the Agency's operational sites. The internal communication actions will be implemented in line with the annual action plan, which takes into account the results of the internal communication staff satisfaction survey.

2.1.8. Financial management, procurement and accounting

The Agency will continue to consolidate its processes for governing the use of resources, by fine-tuning procurement, budgetary and financial management and management of assets, while applying the generally accepted budgetary and accounting principles of the Financial Regulation and accounting rules set by the Commission's accounting officer, and by eu-LISA's accountant where the rules allow for reasoned deviations. The Finance Unit prioritises its reporting/analysis capabilities to ensure fair, transparent and reliable decision-making and financial reporting.

Major developments in this area for the period will include:

- modelling spending targets in project management, by coupling milestones for payment to project deliverables, in order to increase accuracy in the forecasting of payment appropriations consumption;
- adapting the procurement model to the sourcing model adopted by the Agency through the dedicated strategy, especially as regards development, maintenance and evolutions of the systems under management;
- increasing the use of the e-Prior suite (e-Invoicing and e-Procurement) managed by the European Commission.

2.1.9. Corporate services

Facilities management

Since the first building project, significant developments in the Justice and Home Affairs area has created new demands on the operational capabilities of eu-LISA. These developments created some doubts about whether the Agency's technical site in Strasbourg has the necessary capacity to host both the current and new systems entrusted to it, and accommodate the additional staff.

After a comprehensive discussion in November 2017, the Management Board of eu-LISA acknowledged the need for an extension of its office space and the need for data centre expansion in the technical site in Strasbourg.

The second extension of the Agency's operational site in Strasbourg is an indispensable project that will bring clear benefits, as the Agency already plays a crucial role in the sustainable functioning of the Schengen Area and its contribution to the successful delivery of political and operational priorities in the Justice and Home Affairs area will continue to grow in the coming years.¹⁸

Furthermore, improvements to the working conditions from a functional perspective will be carried out as needed in the Agency's headquarters in Tallinn and current technical site in Strasbourg, along with necessary regular maintenance works, according to the Agency's strategic objectives and by keeping an open line of dialogue with stakeholders and occupants to ensure that everything is running as smoothly as possible.

A further substantial effort will be placed on implementing various environmental measures like the Eco-Management and Audit Scheme (EMAS) certification and calculation, as well as the reduction of the Agency's carbon footprint. Through cooperation with various eu-LISA entities, maximum priority will be placed on health and safety in all sites and the daily implementation of relevant actions and preventive measures. In parallel, in this period, the upgrading of the Agency's liaison office in Brussels should be completed and it will be relocated to the joint liaison offices building together with other JHA agencies. A dedicated logistics and supplies chain should be further established for the liaison office.

Corporate ICT Services

The main priorities will be the regular maintenance of the corporate IT systems and infrastructure, in Tallinn, Strasbourg, the liaison office in Brussels and the business continuity site in Austria. In parallel, the Agency's corporate IT network, systems, virtualisation and storage architecture will continue to evolve and will require a range of initiatives. Moreover, the customisation and updating of the corporate IT applications, namely collaboration platforms, communication and project management tools, as well as the full production capabilities of ARES and SYSPER for Document and HR management that have started in previous years will continue (see next section).

Taking into account that the Agency's corporate IT infrastructure in 2021 is due for replacement, after a five-year period, the migration to the DIGIT's cloud of the corporate IT infrastructure will then be initiated. This will allow the corporate IT services sector to reduce operational costs while increasing the effectiveness of IT processes. This is expected to be a two-year project.

Furthermore, the focus will be on the provision of better, safer and accelerated communication capabilities as regards emails, telephony, internet, and web communication, and on creating a paperless Agency to the extent possible by automating a number of the services under the Corporate Services catalogue. Therefore, in order to secure a standardised selection, planning, delivery and maintenance of corporate IT services within the Agency, the Corporate IT Services unit will launch in 2021 a two-year project for the implementation of the ITIL 4 framework. This will allow the Agency to cut down on costs on corporate IT services and work on corporate IT will be further streamlined.

Lastly, in 2021, the Agency is going to implement a two-year cross-organisational project related to the definition of document management policies and the utilisation of a document management system. This is expected to bring multiple benefits such as, for example, reduced storage space, enhanced security, improved regulatory compliance, easier retrieval, better collaboration, better backup, disaster recovery and business continuity, etc.

2.1.10. Human resources and knowledge management

For the years 2021–2023, the Agency has identified the main areas of activities of a growing and changing

¹⁸ More details are given in Annex V Buildings

organisation, the priorities and challenges, and the day-to-day business in the area of human resources management (HRM).

In 2019, the Agency changed its organisational structure in order to improve its performance and to optimise the use of the additional human resources given to it under the new eu-LISA Regulation and the other regulations entrusting to the Agency new systems, such as ETIAS, ECRIS-TCN, or interoperability between the European systems. The Agency's extended mandate calls for a transformation of its operating model to effectively manage the current and new tasks. This transformation is ongoing and it is expected that in 2021 the new organisational structure of the Agency will be fully functional and that the new operating model will be fully implemented.

Consolidation of the Agency following change, growth and transformation with a focus on capabilities development

The primary aim of HRM is to ensure that adequate human resources are in place and available to handle this period of growth and that the Agency itself is ready for the tasks and challenges ahead with adequate staff levels. As an increase in staff is planned at eu-LISA in the coming years, the administrative burden of the HRM will increase. The finalisation of the Agency's organisational transformation, also essential to face the challenges in the HR area, will add to this increased burden. This organisational transformation will not only change the organisational structure but also the working processes, the operational model and the Competency Framework. This workload has to be absorbed primarily through optimising current processes and increasing administrative efficiency. During this transformation, the implementing rules for the Staff Regulations must be adopted, implemented and observed by the Agency. In relation to the HRM of the eu-LISA staff as a whole, the focus will continue to be on the recruitment, integration, and consolidation of new staff members in the organisation to allow them to bring value to the work and reach the objectives set by the Agency. The activities in the HR domain, such as the establishment of rights and entitlements, payroll and payments, leave, appraisal and reclassification processes will be performed efficiently and in due time. The Agency will improve the HRM-related internal services by providing opportunities for development, efficient administration, electronic tools for staff recruitment processes and implementing other HR IT tools, such as SYSPER basic modules and developing optional modules as part of eu-LISA's approach to automating repetitive administrative duties by the IT tools.

Further development of the learning culture, the HR function for business partnership, and staff development and retention

The HR unit will continue to support the learning culture in the Agency with informal learning activities, enhanced by an adequate physical environment and the active contribution of staff members to sharing knowledge, providing feedback and support. The onboarding programme for newcomers will be adjusted according to changing business needs and implemented accordingly. 2021 will see further development and implementation of the leadership programme for heads of units, departments and sectors, as well as 360-degree evaluation, both of which are linked to the Competency Framework.

Further development and implementation of the Competency Framework will continue in the areas of recruitment, staff development and training.

Training of eu-LISA staff in operations (internal technical training to staff) and knowledge management

The Agency will continue to provide courses related to operations and systems to eu-LISA's staff, in order to optimise performance and offer better services to the Agency's stakeholders. With the extension of the Agency's mandate, staff training is even more essential because of new and changing systems. By coordinating and implementing a knowledge management policy, knowledge is garnered and this enables eu-LISA to grow as a hub of expertise and knowledge.

2.1.11. Data protection

To ensure full compliance with the data protection legal framework, eu-LISA implements Regulation (EU) 2018/1725 repealing Regulation 45/2001¹⁹ and adapts its procedures accordingly.

On 9 October 2019 eu-LISA Management Board adopted the new Implementing Rules on the Data Protection Officer (DPO) pursuant to Article 35(2) of eu-LISA Regulation 2018/1726 and Article 45(3) of the new Data Protection Regulation 2018/1725. These rules apply to the tasks, responsibilities and powers of the DPO. The DPO of eu-LISA monitors internal compliance, informs and advises on data protection obligations, provides advice regarding Data Protection Impact Assessments (DPIAs) and acts as a contact point for data subjects and the EDPS. The return to a privacy risk assessment approach creates new responsibilities for the Agency's DPO, project managers and controllers mainly in relation to the requirement to conduct Data Protection Impact Assessments and implement controls to mitigate identified risks. The DPO supports this cultural change, by serving as an interpreter of the legal requirements and the technical language.

eu-LISA is fully aware of the risks that processing operations involving personal data cause for data subjects and, therefore, the highest protection is provided for such operations. The highest commitment to keeping the data in a secure environment is mandatory to ensure the level of compliance of data protection.

The Agency maintains a culture of awareness by providing training to the staff and on-site contactors on how to process personal data according to the standards required by the data protection legal instruments. This culture requires the development of guidelines in order to follow the best practices and standards of similar organisations and guidance from the Data Protection community.

eu-LISA plans to address data protection-related responsibilities derived from the new Regulation and the new systems entrusted to the Agency by identifying priorities and developing a strategy for fulfilling its tasks in the area of data protection in relation to the Agency's staff, citizens and EU institutions. When developing the new systems, the Agency is aware of the duty to respect other fundamental rights, besides data protection, such as the principle of equality and non-discrimination, rights of the child, access to an effective remedy, etc. The requirements of privacy by design and by default will continue to set the tone and will be visible evidence for the European Data Protection Supervisor and citizens of the Agency's commitment to respecting fundamental rights, and in particular the rules on data protection. The ongoing cooperation with the EDPS will continue as a priority and key element in Agency accountability.

Cooperation with Member States and JHA agencies will continue to protect relevant data in the systems. In addition, eu-LISA will have a particular role in relation to ETIAS as the Agency will be the data controller for the information security management of the ETIAS Central System. The modalities have to be agreed on by all controllers of ETIAS to ensure data protection by default and by design.

Given the Agency's operations across the headquarters in Tallinn and the technical site in Strasbourg, the DPO function will be reinforced with adequate resources at both sites.

¹⁹ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

3. Human and financial resource outlook for the years 2021–2023

3.1 Overview of the past and current situation

3.1.1 Staff overview for 2019 and 2020

The staff of eu-LISA consist of temporary agents²⁰ (TA), contract agents (CA) and seconded national experts (SNEs). The budget, adopted for 2019, authorised 172 TA posts in the establishment plan, 88 CA posts and 11 posts for SNEs.

Table 3 below presents an overview of the staff for 2019 with their areas of activity.

TABLE 3. STAFF OVERVIEW FOR 2019

Area of activity	2019 authorised posts			Total per area of activity	2019 actual situation on 31.12.2019 including issued job offers			Total FTEs per area of activity	Percentage of 2019 authorised posts
	TA	CA	SNE		TA	CA	SNE		
Posts authorised under 2019 budget (baseline)	113	27	9	149	113	29	8	150	100.67%
EES (development)	14			14	14			14	100.00%
New eu-LISA Regulation - additional staff	21	27	2	50	16	24	2	42	84.00%
ETIAS	7	12.5		19.5	7	3		10	51.28%
ECRIS		5		5		1		1	20.00%
SIS II return and SIS II border		4		4		4		4	100.00%
Interoperability between the European systems	15	12.5		27.5	9	2		10	40.00%
LFS Eurodac, subject to adoption of the legal instrument	2			2	0			0	0.00%
Total FTEs	172	88	11	271	159	63	10	232	85.61%
Total FTEs excluding Eurodac	170	88	11	269	159	63	10	232	86.25%
Percentage of 2019 authorised posts per type of post excluding Eurodac				269	93.53%	71.59%	90.91%		
Percentage of 2019 authorised posts per type of post including Eurodac				271	92.44%	71.59%	90.91%		

The above table includes staff in place, and issued job offers or secondment offers.

In spite of the great efforts to recruit additional staff in 2019 for almost a hundred posts, not all of them could be filled by the end of 2019. In 2020, eu-LISA has continued to recruit additional staff for the posts not filled in 2019 and for the additional posts that are due in 2020, mainly, but not limited to, by using the reserve lists of successful candidates created in 2019. This is described in more detail in point 3.2.2 *Human Resources b) Growth of existing tasks* and *c) Efficiency gains* as well as in Annex IV point A. *Recruitment Policy*.

In 2020, it is expected that the overall number of staff will increase by 53 posts. This includes 3 CA posts to reflect the baseline staff level in accordance with the new Establishing Regulation; 18 TA posts for the operational phase of the EES; 2 TA posts under the new Establishing Regulation; 12.5 CA posts for ETIAS; 10 TA posts and 7.5 CA posts for interoperability.

²⁰ These are posts in the establishment plan of the Agency. eu-LISA does not have officials' posts in its establishment plan.

During the adoption process of the 2020 budget and on the European Commission's advice, the Agency withdrew its request for the additional staff requested in the initial version of the 2020 PD.

TABLE 4. STAFF OVERVIEW FOR 2020

Area of activity	2020 authorised posts			Total FTEs per area of activity	Increase in number of authorised posts compared to 2019
	TA	CA	SNE		
Posts authorised under 2019 budget (baseline)	113	30	9	152	3
EES (development + operational)	32			32	18
New eu-LISA Regulation - additional staff	23	27	2	52	2
ETIAS	7	25		32	12.5
ECRIS		5		5	0
SIS II return and SIS II border		4		4	0
Interoperability between the European systems	25	20		45	17.5
LFS Eurodac, subject to adoption of the legal instrument	2			2	0
Total FTEs	202	111	11	324	53

However, during the transformation process of the Agency's organisational structure and its operational model, and planning work for 2021, the need for additional staff has been redefined. Therefore, in addition to the authorised staff, as listed in the above table, eu-LISA is submitting with the SPD a request for 14 additional posts (11 Contract Agents and 3 Seconded National Experts) to cover its staff needs. This is described in more detail in point 3.2.2 *Human Resources b) Growth of existing tasks*.

The three-year plan for the years 2021–2023, with a more detailed description of the developments and the necessary staff to achieve the objectives, is provided in point 3.2.2 *Human Resources b) Growth of existing tasks*. The overall evolution of the staff quota is reflected in the tables in Annex III.

3.1.2 Expenditure for 2019

In 2019, eu-LISA managed a budget of EUR 288.403 million in commitment appropriations and EUR 138.063 million in payment appropriations received from the EU. These appropriations were initially assigned to new tasks/systems, as follows:

New tasks / systems*	Commitment Appropriations (in EUR million)
LFS SIS recast border /police cooperation	2.261
LFS SIS recast return	0.517
LFS ECRIS	4.116
LFS Interoperability	5.830

* Including administrative expenditures, allocated according to the budgetary nomenclature in Title 1 'staff expenditure' and Title 2 'infrastructure and operating expenditure'.

The Agency's 2019 budget included the following appropriations:

- for the development of existing systems (Eurodac recast²¹, Dublin Allocation²²), whose utilisation was conditional on the adoption of the respective legal basis;
- for the development of new systems (EES, ETIAS, Interoperability, and ECRIS) and existing system (SIS recast) for which the legal bases were adopted; however, this is not being used at this stage, as the procurement procedures are still ongoing;
- payment appropriations received during the EU budgetary procedure establishing the Agency's budget, but which were not requested by the Agency.

The Management Board approved one amendment to the budget addressing the issues highlighted above by:

- returning EUR 8.289 million in commitment appropriations;
- returning EUR 66.051 million in payment appropriations.

TABLE 5. BREAKDOWN OF 2019 AMENDING BUDGET

Budgetary title	System / Task	amending budget (in EUR million)	
		Commitment appropriations	Payment appropriations
A01	Staff expenditure	-2.554	-2.554
	<i>out of which</i>		
	Interoperability	-2.006	-2.006
	Eurodac recast	-0.268	-0.268
	ECRIS	-0.280	-0.280
B03	Operational expenditure	-5.735	-63.497
	<i>out of which</i>		
	Interoperability		-1.688
	SIS II recast return		-0.299
	Eurodac recast	-5.600	-3.920
	Dublin Allocation	-0.135	-0.135
	Entry/Exit System		-23.523
	ETIAS		-6.643
	ECRIS		-3.766
Additional PAs not requested by eu-LISA		-23.523	
Total 2019 amending budget		-8.289	-66.051

The ongoing procurement for EES, ETIAS, Interoperability, SIS recasts and ECRIS allows the Agency to carry-over EUR 159.076 million of commitment appropriations from 2019 to 2020 by decision of the Management Board, in order to reserve these funds for use in the coming years.²³

Budgetary Title	System/Task	Non-automatic carry-over of 2019 commitment appropriations (in EUR million)
B03 Operational Expenditure	Interoperability	2.818
	SIS II recast border/police cooperation	7.328
	EES	131.415
	ETIAS	9.983
	ECRIS	7.532
B03 Total		159.076

²¹ Subject to the adoption of the Regulation of the European Parliament and of the Council on the establishment of 'Eurodac' for the comparison of fingerprints for the effective application of [Regulation (EU) No 604/2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third country national or a stateless person], for identifying an illegally staying third-country national or stateless person and on requests for the comparison with Eurodac data by Member States' law enforcement authorities and Europol for law enforcement purposes (recast) (COM(2016) 272 final).

²² Subject to the adoption of the regulation of the European Parliament and of the Council establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person (recast) (COM(2016) 270 final).

²³ In line with Art. 12(3) of the Agency's Financial Regulation

The Agency showed the following high budget implementation rate by the end of the year 2019:

- 99.7% of commitment appropriations, taking into account the non-automatic carry-over of commitment appropriations related to new tasks/systems;
- 99.3% of payment appropriations including the carry-forward of administrative expenditure to 2020.

Commitment appropriations (in EUR million)				
2019 budget implementation as of 31/12/2019			Budget implementation with carry-over by decision	
2019 final adopted budget	executed commitments	% implemented	non-automatic carry over	% implemented taking non-automatic carry-over into account
288.403	128.370	44.5 %	159.076	99.7 %

3.2 Resource programming for the years 2021–2023

3.2.1 Financial resources

The years 2021 to 2023 will be the first three years under the next multiannual financial framework, which at the time of drafting this document is still pending adoption by the budgetary authorities.

The Agency's estimates indicate a peak in needs in the years 2021 and 2022, due to the ongoing developments for the new tasks entrusted to the Agency (e.g. EES/ETIAS/Interoperability).

Annex I gives detailed information on operational expenditure by system, as foreseen in the 2021 SPD, the multiannual planning and justification of the budget. Annex II contains a budget breakdown according to the budgetary structure of the Agency, with operational expenditures grouped for each system.

3.2.2 Human resources

Table 6 presents the staff needed for the new systems as included in the relevant legislative financial statements (LFS) for regulations adopted in the years 2017–2019 and the ones planned for adoption in the years 2020–2021. In addition, these are complemented by the Agency's reply to a request to indicate the additional staff needed to perform tasks of a horizontal nature, or for the preparation of the building extension to the Agency premises.

The Agency's planning took into account the Commission's position outlined in its Communication²⁴ to the European Parliament and the Council, 'Programming of human and financial resources for decentralised agencies 2014–2020', concerning the establishment plan figures. All the staff cuts expected in the Communication were implemented by the end of 2018.

TABLE 6. STAFF OVERVIEW FOR 2021–2023

Elements	2021				2022				2023			
	TA	CA	SNE	total staff	TA	CA	SNE	total staff	TA	CA	SNE	total staff
Baseline staff as defined in the new Establishment Regulation	113	30	9	152	113	30	9	152	113	30	9	152
LFS EES	32			32	32			32	32			32
LFS Eurodac, subject to adoption of the legal instrument	2			2	2			2	2			2
LFS ETIAS	7	35		42	7	35		42	7	35		42
LFS SIS II Borders/LE and SIS II returns		4		4		4		4		4		4

²⁴ COM(2013) 519 final of 10 July 2013 foresaw a staff decrease in the number of Temporary Agents resulting in the following staff levels: 120 TAs in 2015, followed by 118 TAs in 2016, 115 TAs in 2017 and down to 113 TAs in the years 2018–2020.

LFS Change of founding Regulation - additional staff	23	27	2	52	23	27	2	52	23	27	2	52
LFS on Interoperability	31.5	26.5		58	31.5	36.5		68	30.5	34.5		65
LFS ECRIS		5		5		5		5		5		5
LFS VIS recast	4	5		9	6	7		13	6	6		12
Sub-total	212.5	132.5	11	356	214.5	144.5	11	370	213.5	141.5	11	366
PD 2021–2023 additional staff request of eu-LISA		11	3	14		11	3	14		11	3	14
Total	212.5	143.5	14	370	214.5	155.5	14	384	213.5	152.5	14	380

Subsequent developments, in relation to the extended mandate and so on, will result in the establishment plan being increased in 2021 by 10.5 TA posts, 32.5 CA posts - if the Agency's request is approved (or by 21.5 CA posts if it is not approved) - and 3 SNE posts (if the Agency's request is approved), in comparison to 2020.

Resources outlook over the years 2021–2023

The main focus, for the human resources of eu-LISA, will continue to combine a regular and flexible approach towards the development of in-house human resources, with an outsourcing approach wherever this has an added value for achieving the Agency's objectives in the years 2021–2023.

The planning figures for the Agency's human resources are in Tables 1 and 2 of Annex III which provides the staff planning for the duration of the multiannual plan: 2021–2023. Whereas in the following sections, the focus is on details of the staffing needs of the Agency.

a) New tasks

The Agency was mandated with new tasks in the years 2018–2019. As they are not considered new tasks in the 2021–2023 perspective, they are described in the next point. eu-LISA is ready to take responsibility for the development and operational management of the new systems if this is decided by the legislature.

b) Growth of existing tasks

With the adoption of the Agency's revised Establishing Regulation, and the regulations on the EES, ETIAS, ECRIS and interoperability between the European systems (that in the years 2021–2023 should reach their peak of development or, as in the case of the EES, become operational), the tasks of the Agency are increasing in scope. Accordingly, additional staff have joined eu-LISA to build its capacity to perform its tasks.

In addition to the above, the planning for 2021–2023 contains additional human resources²⁵ to cover areas of work or activities, to ensure business continuity or backup for projects and activities for which there are insufficient internal resources to allocate work that cannot be outsourced. It should be pointed out that each of the listed profiles will be involved in more than one activity or project, and they have been identified after all the internal human resources were exhausted for direct or indirect involvement in the relevant activity or project.

It is expected that in 2021–2022 the Agency is going to face its most intense phase in terms of growth and its execution of core activities during the implementation of tasks initiated in the past, which might not have been fully staffed. This includes the preparation of the new projects (for example related to the implementation of the Common Shared Infrastructure, the building of a new site in Strasbourg, enhancing the eu-LISA corporate IT, the introduction of knowledge management, etc.) and the necessary coordination between them.

Particular attention is necessary for the construction project of the new building in Strasbourg site (the 'second extension')²⁶ to accommodate additional staff in the Agency and to provide space for the contractors with whom eu-LISA cooperates on a daily basis, for training and meeting facilities, etc. Lessons learnt from the first construction project show the need for adequate internal resources to manage and monitor this undertaking by

²⁵ Subject to the adoption of the establishment plan and draft budget for 2021.

²⁶ A letter from the Chairperson of the Management Board of eu-LISA to the President of the European Parliament of 2 April 2019.

the Agency, notwithstanding any support that will be provided by the national authorities or consultancy. The Agency should be able to avoid the significant underestimation of the effort needed for such a construction project, slow upscaling of the project team, and sub-optimal mix of required competencies and experience in the project team as experienced with the first extension, if the additional human resources with the relevant competencies become available.

Table 7 presents the needs and their justification following an analysis of which of these posts could be outsourced. The listed profiles cannot be outsourced due to their involvement in work on the IT systems in the production environment, in financial management, or because of business continuity, the sensitivity of information handled, or knowledge of EU rules required in the case of horizontal functions.

TABLE 7. ADDITIONAL STAFF REQUESTED IN 2021 FOR HORIZONTAL AND OPERATIONAL ACTIVITIES

Unit	Profile of additional staff	Justification	Function group	Number of additional staff 2021	Number of additional staff 2022	Number of additional staff 2023	Cumulative 2021–2023
ED	SNE in the Liaison Office	Request for this post was submitted to the MB in March 2019 due to increased workload. Staff of the Liaison Office (2 CAs at present) have and will have to attend more meetings and organise more events at high level. For recruitment purposes, a post in the Security Unit has been temporarily re-assigned for this purpose. However, it should be returned and, therefore, an additional post is requested.	SNE	1	1	1	1
SCU	Protective Security Expert in Strasbourg	In view of the new extension project of eu-LISA site in Strasbourg (including the temporary site) and the increased level of threat in France, an additional SNE post is needed in the Security Unit. This post would support the management of the Agency's day-to-day physical security activities to ensure that the current TA staff can focus on the agreed higher level priorities related to the current new building (litigation) and new building(s) projects. This post was requested in the PD 2020 and at the MB in March 2019.	SNE	1	1	1	1
ED	SNE in EPMO	Request for this post was submitted to the MB in March 2019 due to the change of organisational structure of eu-LISA and the developments in the area of project management.	SNE	1	1	1	1
SCU/I MU	Operational Support Administrator (Security)	These resources are needed for the management of the TAPs of the new communication infrastructure. To enhance the encryption security layer and security monitoring. Due to the nature of work, it should not be outsourced.	FG III	1	1	1	1
GCU	Planning Officer - Corporate Performance Management	This post is critically needed to meet the requirements for reviewing, updating and maintaining the set of corporate KPIs, establishing and maintaining a system for organisational efficiency assessment including the relevant KPIs (as requested by COM), for the design and maintenance of the balanced scorecards as well as for corporate performance measurement and reporting. In addition, the post is needed to implement the substantially extended requirements of Article 32 of the FFR, which the Agency is obliged to follow as it is part of the Agency's Financial Regulation. Furthermore, the post will be used to contribute to the development of collateral strategies and policies, related to corporate management, and transfer of corporate strategies into programmes and portfolios. At the moment, due to a lack of this specific resource, the Agency is not in a position to sustainably and reliably measure and report on its performance.	FG IV	1	1	1	1

Unit	Profile of additional staff	Justification	Function group	Number of additional staff 2021	Number of additional staff 2022	Number of additional staff 2023	Cumulative 2021–2023
ESU	Governance Assistant - Management Board	An additional post is needed to cover the governing bodies of interoperability and ECRIS-TCN. CA FG IV. In accordance to the Interoperability and ECRIS TCN regulations, the new governance bodies of the Agency will hold the following number of meetings per year: - Interoperability PMB: at least 12 - Interoperability AG: regularly (approx. 12 per year) - ECRIS TCN PMB: at least 4 - ECRIS TCN AG: at least 12 For the new groups, at least 2 additional staff are needed to cover the organisation of the meetings (including transport, accommodation, facilities, etc.), coordination of the room documents and regular communication with members of the groups. In addition to the nature of the post, there are serious limitations related to the budget for internal missions and therefore, the tasks can be managed only by statutory staff.	FG IV	1	1	1	1
ESU	Assistant to Head of Unit	This post was created in 2016 to compensate for staff cuts after a period of outsourcing it. A current employment contract will be extended. Therefore, this post requires recognition and budgetary authorisation. Experience has shown that this job should not be outsourced if possible.	FG III	1	1	1	1
ACCO	Accounting assistant	Business continuity is the primary concern for requesting an additional post, also increased workload. The extended mandate of the Agency results in a growing number of transactions that need to be certified by the Accounting Officer (ACCO), who is working without a substitute. The Financial Regulation stipulates that delegation of ACCO tasks is only possible to full-time staff, line-managed by the ACCO. Without administrative daily support, the ACCO would not be able to provide coverage of business-as-usual accounting services.	FG III	1	1	1	1
FPU	Compliance Officer	Internal control, procedures, audits related to finances and procurement.	FG IV	1	1	1	1
CSU	Facility Assistant	The post is needed for the 2nd extension in the SXB project, short term, for 2021-2025.	FG III	1	1	1	1
CSU	Project Manager	The post is needed for the 2nd extension in SXB project, short term, for 2021-2025. Specialist qualifications are necessary for the project success and to mitigate the identified risks.	FG IV	1	1	1	1
CSU	Security Assistant	The post is needed for the 2nd extension in SXB project, short term, for 2021-2025. It will support and serve monitoring the security at the temporary premises to be used during the project.	FG III	1	1	1	1
CSU	ICT Officer	The post is needed for the new building, short term, 2021-2025. It will support staff and serve monitoring the ICT	FG IV	1	1	1	1

Unit	Profile of additional staff	Justification	Function group	Number of additional staff 2021	Number of additional staff 2022	Number of additional staff 2023	Cumulative 2021–2023
		infrastructure at the temporary premises to be used during the project.					
GCU	Planning Officer- Corporate Governance	This post is critically needed to meet the extended requirements for implementing an Internal Control Framework at eu-LISA. The staff member will contribute to the implementation of internal control principles and putting in place an organisational structure and internal control system that is in accordance with the principles and characteristics adopted by the Management Board as listed in Annex 1 to its Decision No 2019-042. The staff member will actively contribute to organisational data collection, analysis and reporting based on the Internal Control Monitoring Criteria (including performance indicators and the baselines) for each internal control principle and characteristic; and will coordinate institutional efforts pertaining to the regular review and updates of the Monitoring Criteria. The staff member will also support the implementation of institutional activities pertaining to quality management, including processes related to CAF self-assessment.	FGIV	1	1	1	1
TOTAL: 6 FG IV + 5 FG III+ 3 SNE				14	14	14	14

c) Efficiency gains

Although the Agency was granted additional staff to perform new tasks in the years 2018–2019 and 25 posts out of 45 requested for insourcing in 2017 have been insourced in 2019, with the adoption of the new eu-LISA Establishing Regulation, there is an ongoing gap between the human resources available and the need for additional staff to perform the work.

In the meantime, measures that address the gaps (between the available human resources and the objectives to be achieved by the Agency) have been identified and adopted. These measures include eu-LISA using external service providers to cover the gaps in IT and administrative jobs, which could be outsourced or where there was no other solution possible. This information is presented annually in the Corporate Annual Activity Reports of eu-LISA on the achievement of objectives and in the presentation of the benchmarking exercise results. It should be clarified that any efficiency gains achieved through improvements to work processes are instantly offset by new tasks or requests being addressed to the Agency, and those achieved by implementing new tools have a knock-on effect of requiring additional or new qualifications, often translated by bringing in additional staff. Without a (new) commonly agreed methodology to benchmark results, the allocation of the FTEs during a project or activity planning process and overtime compensation remain the main reference sources. At present, work allocation is done via a PD tool for planning resources. The EPMO is in the process of procuring a tool for project planning and monitoring. In 2019, for ETIAS planning, a consultancy service was used to identify the gap between the existing and needed profiles.

Recruitment of the additional staff approved for eu-LISA in 2019 and 2020, under the new Regulations at the end of 2018, posed challenges due to the scope (number of posts and specific profiles), timing and involvement of the existing human resources of the Agency. Some efficiency gains in the hiring process are expected in 2020 and 2021 when it will be possible to use the reserve lists created during selection procedures in 2019 in order to fill posts approved in 2020 and 2021. This was done with the implementation of the eRecruitment tool (first phase).

In 2019, a change to the organisational structure of eu-LISA that was initiated in November 2017²⁷ reached the milestone of being formally implemented. A new operational model is being developed to facilitate work on different activities and projects and to meet the challenges of:

- a) the significantly extended legal mandate of the Agency from the revised establishing Regulation and new initiatives like ETIAS, EES, ECRIS_TCN and interoperability, which put higher demands on the Agency to provide support to the Member States and EU institutions, to contribute and take care of the procurement, design, implementation and operations of the central elements of these new systems, and to provide support for the customers of these systems;
- b) the significant growth in staff calling for a change to the existing operational model;
- c) adjusting the organisational structure to make it robust and scalable to address the increasing number of managed systems, and enable it to continue providing core operations at the same or at better levels.

In the Operations Department, a hierarchical organisation has been replaced by a more transversal approach, in which Units assume an administrative purpose and work on the systems is based on the project and product management processes. A new working model was introduced in the Operations Department – Plan-Build-Run model –based on best practices and bringing benefits to the Agency. New formal functional entities were created to allow for a more systematic and more efficient approach to fulfil the necessary functions.

In the Headquarters in Tallinn, new sectors in the existing units and the creation of a new unit and a new Department will improve information exchange and free line managers from some administrative duties, thereby contributing to administrative efficiency.

The re-organisation exercise included an analysis of existing resources, the best allocation of them and the additional staff. The new organisational structure of the Agency is an outcome of this exercise aimed at enhancing organisational efficiency.

Some further efficiency gains have been achieved and should be seen in the longer-term by starting to work on the automation and, where possible, simplification of internal processes, especially in administrative tasks and performance management, such as setting objectives, an appraisal process workflow, leave management, recording and monitoring the working time of the Agency's staff, document management, etc. However, experience shows²⁸ that the customisation or the development of IT solutions requires an increased effort to prepare the technical specifications and to test the proposed solutions. Therefore, for a development phase of the IT tools, some extra support is required in terms of human resources, and the expected efficiencies will be seen some two-three years after the solutions are fully implemented.

A change in the organisational structure of the Agency, a distribution of posts and profiles and the revision of its planning process should result in efficiencies over a two-three year period.

a) **Negative priorities/Decrease of existing tasks**

There are no negative priorities envisaged by the Agency in the short-term foreseeable future. However, at the time of drafting this document, it cannot be excluded that the absorption of the additional high-priority tasks allocated to the Agency may potentially result in the need to review the activities planned in the SPD 2021–2023, especially in case of a lack of or delay in the provision of all the necessary resources, whether they are

²⁷ Discussion paper on the proposed new organisational structure of the Agency, document ref. 2018-043 and A roadmap for implementation of the new organisational structure of the Agency, document reference 2018-126.

²⁸ For example, a pilot project for EU agencies on the connection to Sysper, in which eu-LISA participates, was initiated in 2017 and planned for 2 years to implement the basic modules and for 1-2 more years for the additional modules. It is still in the phase of the transfer of data and user acceptance tests at the end of the 3rd year. The effort for the project implementation and timeline was underestimated by COM. This has a direct impact on the efficiency of work in the area of HR affecting the whole Agency and in particular the HRU staff. Similar concerns have been expressed by other agencies.

financial or human resources.

b) Redeployment of resources in view of budgetary constraints

At the time of drafting this document, many initiatives are underway to enhance and further advance the operations of the Agency.

The main initiative was the changing the Agency's organisational structure, aimed at more sustainable development of the organisation in the years to come. This change resulted not only in the creation of new sectors, units and departments to accommodate additional staff approved for eu-LISA for the years 2019 and 2020. It also called for a review of the jobs, profiles, and competencies in place and those still needed. While a number of posts and profiles were approved for eu-LISA, requests for more additional staff, in particular for horizontal profiles in 2018, 2019 and for 2020, were not approved during the adoption of the respective yearly budget estimates. This is creating gaps in resources in certain areas.

During the re-organisation, a number of profiles have been changed compared to the list of profiles in the initial planning following an analysis of the necessary competencies and competencies available among the existing Agency staff. During this exercise, in the Operations Department alone, 29 agents were offered opportunities for re-assignment to new tasks, or, following a selection process, to a new role or function. In the Human Resources Unit, as part of the change to the organisational structure, two sectors and a recruitment team were created and the tasks were re-assigned to meet the objectives set for the year.

Some additional posts were allocated to a different unit or department to the one initially planned to cover the main gaps resulting from the lack of dedicated staff in the destination unit or department. For example, 9 posts initially planned in the Operations Department for Interoperability were allocated to the Corporate Services Unit, Corporate Services Department, Human Resources Unit, Finance and Procurement Unit and to the Governance and Capabilities Unit. The effects of this re-organisation will be visible when the recruitment process is concluded.

The numerical changes to the establishment plan, the Agency's human resources and their evolution over the years, including future plans for 2021–2023, are reflected in Tables 1 and 2 in Annex III. The new organisational structure of the Agency is presented in Annex X.

Section III Work Programme 2021

1. Executive summary

The role of eu-LISA will continue to grow during the ongoing digital transformation of the Justice and Home Affairs area in the coming years. 2021 will bring numerous important and complex implementations, planned and carried out in close cooperation with the Commission and the Member States, whose contributions will also grow simultaneously. The new systems (EES, ECRIS-TCN, ETIAS, interoperability components) will be in full implementation mode and after the implementations, the Agency's role is to maintain and develop the existing systems under its mandate.

It is essential for the Agency during the implementation of its tasks for 2021 to follow all the applicable data protection requirements, particularly as the Agency is operating large-scale IT systems in the sensitive area of Justice and Home Affairs. This is a legal requirement that is fully recognised in Regulation (EU) 2018/1726 and in the Union legal instruments on the large-scale IT systems and interoperability. Consequently, all activities in this single programming document will be implemented with the aim of adding value (where applicable) in the field of data protection.

In this next section, the activities (operational and horizontal) that the Agency intends to implement in 2021 are set out. They are based on the political and operational contexts elaborated above and on agreed internal priorities for 2021.

Operational management and evolutions of the existing systems

During 2021, the Agency will remain focused on the maintenance and evolution of the core systems entrusted to it, and will ensure that Member State users receive efficient and reliable services as per the legal requirements. Mandatory maintenance within the Common Shared Infrastructure framework contract will also continue.

Technical documentation that is reliable, and user-friendly (easy-to-check, easy-to-review and structured) will be developed and standardised.

The licences used at eu-LISA will be maintained and managed in accordance with the SLAs required by the different Core Business Systems.

To assure uninterrupted service, the Agency will continue to operate, manage and maintain the backup data centre and backup technical site in St. Johann im Pongau.

Improvements to the Application lifecycle management (ALM) will ensure continuity and the proper functioning of the ALM platform which is supporting management of the applications (tests, release, maintenance, etc.).

In short the 2021 activities related to operational management, (see details below in Chapter 2), are as follows:

- Operational business-as-usual activities
 - 2.1.1.1 Eurodac – DubliNet maintenance
 - 2.1.1.2 VIS/BMS maintenance
 - 2.1.1.3 SIS maintenance
 - 2.1.1.4 SIS AFIS maintenance
 - 2.1.1.5 SIS support to the Member States
 - 2.1.1.6 SIS unplanned evolutions
 - 2.1.1.7 EES Maintenance
 - 2.1.1.8 CSI Maintenance
 - 2.1.1.9 Operational management/daily system management coordination and shared tasks

- 2.1.1.10 Enterprise architecture continuum - Establishing an interoperability architecture
- 2.1.1.11. CU and BCU Operational Activities and Evolutions / Improvements
- 2.1.1.12 Release and deployment management activities
- 2.1.1.13 Licence management
- 2.1.1.14 Backup Central Unit (BCU) daily operation management
- 2.1.1.15 24/7 1st level support for operational management of the systems - eu-LISA Service Desk
- 2.1.2.1 Improvements to the Application lifecycle management
- 2.1.2.2 Support of the Application lifecycle management platform

2021 will be the final year for the implementation of the SIS recast and the SIS AFIS Phase 2. Pending the adoption of the respective regulations, the Agency will also focus on the implementation of the VIS.

New projects related to VIS will be initiated in 2021, in addition to the continuation and finalisation of the projects that have started in the previous years (e.g. interoperability). The evolutions of VIS stemming from the ETIAS Regulation and from the new VIS legal basis, subject to its adoption, will be prepared.

The revised SIS legislation was approved in December 2018, and implementation of the new SIS legal framework will continue until the end of 2021. Implementation of the Automated Fingerprint Identification System (AFIS) Phase 2 will continue so that SIS AFIS is available within the SLAs by the end of 2020.

In short, the 2021 activities (see details **below** in Chapter 2) are as follows:

- Operational project activities
 - 2.2.1.1 New SIS legal framework implementation (continuation from 2019)
 - 2.2.1.2 SIS Return Decision (continuation from 2019)
 - 2.2.1.3 Core SIS generic interconnection module/ interface to allow SIS connections to other systems and implementation of ETIAS inter-connection
 - 2.2.1.4 Implementation of SIS AFIS Phase 2 (Continuation from 2019)
 - 2.2.1.5 SIS Preproduction Environment (PPE) move from In the Mountain (ITM) to Out of the Mountain (OTM) (cont. from 2020)
 - 2.2.1.6 Eurodac compliance with CSI/CSS services
 - 2.2.1.7 VIS recast development
 - 2.2.1.8 ETIAS development – consequential amendments for VIS
 - 2.2.1.9 Integration of the Single Integrated Monitoring solution with the event management process, covering all the systems in operation
 - 2.2.1.12 Continuation of data centre reorganisation activities
 - 2.2.1.10 Technical support for a project to develop a proof of concept and a prototype of the EU online visa application portal
 - 2.2.1.11 New Search Engine and Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019 and 2020)
 - 2.2.2.1 Integration of the asset management with configuration management (continuation from 2019 and 2020)

Operational management and evolution of the communication infrastructure

To ensure uninterrupted availability of the systems entrusted to eu-LISA, a primary objective of the Agency is the operational management and evolution of the communication infrastructure. In 2020, it is expected that DG DIGIT will sign a new framework contract for the pan-European secure network. In this regard, the Agency will

have to implement the necessary activities to initiate a transition from the present TESTA-ng network to the new secure network.

In short, the 2021 network activities are as follows:

- Operational business-as-usual activities
 - 2.1.1.16 Network services delivery and regular operational management of the communication infrastructure contracts (budget execution, acquisition, renewal, contract management)
 - 2.1.1.17 24/7 2nd level application support for operational management of the core business systems
- Operational project activities
 - 2.2.1.13 Transition to new TESTA network
 - 2.2.1.14 Central systems WAN connections move (continuation from 2020)

Development and implementation of new systems

The implementation of the EES and ETIAS will continue in 2021, together with the EES BMS / sBMS implementation. It is expected that the EES (together with its biometric system) will go live in Q1 of 2022. The EES biometric system will be the first building block of the sBMS, in accordance with the Interoperability Regulations.

The implementation of interoperability (adopted in June 2019) between the systems will continue so as to ensure full development and implementation of all the interoperability components (ESP, CIR, sBMS, MID and CRRS), also with all the interfaces to the existing systems. Interfaces to new systems will also be taken into consideration. In parallel with the interoperability components development, the Agency needs to design the Interoperability Architecture, define the interoperability building blocks, the requirements catalogue for interoperability, the application/data matrix for mapping between business functions/applications, and the data needs, patterns and standards for existing and the new systems.

The development of ECRIS-TCN (legislation adopted in June 2019) will be making progress too. As the ECRIS-TCN system needs to be adapted to the interoperability components, to support the MS to achieve smarter and more secure border management. A project for the high availability of ECRIS-TCN will also be initiated in 2021.

In short, the 2021 activities detailed in Chapter 2 are as follows:

- Operational business-as-usual activities
 - 2.1.1.10 Enterprise Architecture Continuum – Establishing an interoperability architecture
- Operational project activities
 - 2.2.1.15 EES project implementation (continuation from 2019)
 - 2.2.1.16 EES BMS / sBMS implementation (continuation from EES project 2019)
 - 2.2.1.17 Implementation of the ETIAS (continuation from 2019)
 - 2.2.1.18 Implementation of the Regulations on establishing a framework for interoperability between EU information systems
 - 2.2.1.19 ECRIS-TCN implementation (continuation from 2019)
 - 2.2.1.20 Integration between ECRIS-TCN and the interoperability components (CIR, sBMS, CRRS)

Security and business continuity

Regarding security, the Agency will continue to deliver the information security and assurance service for all the core business systems, including the further development and continuous improvement of the Information Security Management System and Business Continuity Management System. In 2021, a study on the options for enhancing the integration of advanced the eu-LISA CBS Cyber Security monitoring and operations capabilities into the Operations Unit and Security Unit) for the Core Business Systems will be carried out, to enable the Agency to decide on the optimum target operating model. The implementation of CBS Identity and Access Management Service will also be initiated in 2021 to increase compliance with the regulatory framework, for improved maturity of cybersecurity profile, enhanced identification and detection of malicious or suspicious user actions and better time-and resource-effective management of user accounts and user access.

The physical security of the new sites in Tallinn and Strasbourg will be tightened by additional controls.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.8 Horizontal security activities
- Operational business-as-usual activities
 - 2.1.1.18 Delivering the information security and assurance service for the core business systems
- Operational project activities
 - 2.2.1.21 Executing a study on the options for further enhancing the integration of advanced security monitoring and operations capabilities into the Operations Unit and Security Unit
 - 2.2.1.22 Implementation of CBS Identity and Access Management Service

Core business support activities

Statutory reporting will be carried out in accordance with the relevant legislation.

During 2021, the research and technology monitoring roadmap will be implemented in accordance with the Agency's mandate under eu-LISA's new Establishing Regulation. The updated research strategy will be in execution phase.

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

A feasibility study will be carried out (to achieve independence from contractor databases) for the qualification of biometric matching systems followed by a (potential) implementation of biometric databases usable by eu-LISA for testing purposes.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.1 Corporate governance and capabilities building
- Operational business-as-usual activities
 - 2.1.1.19 Implementation of the training plan for the provision of training to the Member States on the technical use of the IT systems managed by the Agency

- 2.2.3.1 Feasibility study and Implementation of a biometric toolset²⁹

Corporate governance

To support the development of eu-LISA as a Centre of Excellence, the Agency will continue to enhance and maintain its operational process framework and internal governance model.

As a relevant element of the Agency's governance framework, eu-LISA's internal control register will be maintained, and regular monitoring exercises will be carried out to assess and ensure the compliance levels of the Agency's internal controls. The Corporate Governance Department will coordinate, prepare and facilitate the work of the Management Board and the AGs.

The Agency will provide the necessary resources to fulfil its legal obligations regarding the production of its SPD and Consolidated Annual Activity Report. Other reports will also be delivered if required by the legal acts or on request.

Efforts in the area of internal audits are focused on the implementation of the Annual Audit Plan.

The Agency's EPMO will continue to strengthen its capabilities to support project/programme managers and to provide assurance services related to the projects and programmes. The EPMO will continue to reinforce the project management framework in the Agency, and will maintain and develop the tools to support its activity and build up mechanisms closely aligned to the Agency governance. It will also continue carrying out the ex-ante evaluations in the Agency.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.1 Corporate governance and capabilities building
 - 2.3.9 Enterprise Project Management Office (EPMO) activities
 - 2.3.10 Implementation of the annual internal audit plan
- Operational business-as-usual activities
 - 2.1.4.1 eu-LISA ITSM framework processes run and regular reporting
 - 2.1.4.2 ITSM tools improvements and customisation, addressing the new initiatives, as well as the outcome from the regular process and services reviews
 - 2.1.4.3 New service and process definitions as part of the eu-LISA's ITSM Framework
 - 2.2.4.1 Continual service improvement services and processes reviews (continuation)

Policy, stakeholders' relations and communications

Partnership with the EU institutions, the agencies – in particular, those in the JHA area - and other EU bodies will continue. The main focus of this partnership will be on contributing to implementing the new systems and the evolution of the existing ones, especially by making the Agency's technical expertise and training available to the Member States and JHA agencies involved.

The Agency will continue to monitor the relevant developments in the JHA area. eu-LISA is ready to contribute with its knowledge and assistance to potential studies and research into large-scale IT systems in the JHA area, if so empowered by a Commission delegation and under the Agency's mandate under its new Establishing Regulation. In the area of corporate communication, the main efforts will be on updating the strategic framework documents for internal and external communication and further modernising the online

²⁹ The biometric toolset is a set of tools to test the accuracy of the BMS, provided by eu-LISA. The current biometric toolset is provided by the vendors.

communication channels to efficiently execute the annual external and internal communication action plans.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.2 Executive support and stakeholder relations

Financial management, procurement and accounting

In 2021, the execution of the Procurement and Acquisition Plan and timely delivery of services related to budgetary, procurement and financial management will be the main priority in this strategic action area.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.3 Financial management, procurement and accounting

Corporate services

In Strasbourg, the second extension of the operational premises for hosting current and future projects has been initiated and will continue in 2021 with the technical design procurement phase.

As regards the corporate IT services, the evolution of the corporate IT network, systems, virtualisation and storage architecture of the Agency will continue. Likewise, the customisation and modernisation of corporate IT applications (collaboration platforms, communications and project management tools; ARES and SYSPER) will continue.

As the Agency's corporate IT infrastructure is due in 2021 for replacement after a five-year period, migration to the DIGIT cloud will be initiated, this will reduce the operational costs of the Agency IT services and increase the effectiveness of IT processes. During 2021, a two-year project for the implementation of the ITIL 4 framework will be launched to provide standardised selection, planning, delivery and maintenance of corporate IT services within the Agency. After that, the definition of document management policies and the utilisation of a document management system will be initiated as well.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.6 Corporate services delivery
 - 2.3.7 Second extension of the operational premises in Strasbourg

Human resources and knowledge management

In 2021, the Agency will focus on five areas of the human resources management:

- standard (business as usual) human resources management activities in terms of organisational structure, processes and practices performed in compliance with the relevant rules and decisions;
- consolidation of the Agency following change, growth and transformation;
- further development of the learning environment and culture, developing HR function towards business partnership and strengthening staff development and retention;
- continuation of the further development and implementation of the Competency Framework to ensure that 'the right people are in the right function';
- trainings for eu-LISA staff on operations (technical training to staff) and knowledge management.

In short, the 2021 activities are as follows:

- Horizontal activities
 - 2.3.4 Human resource management
- Operational business-as-usual activities
 - 2.1.4.4 Training for eu-LISA staff on operations (technical training to staff) and knowledge management

Data protection

The data protection Annual Work Report 2021 will be drafted, and the intermediate status on data protection compliance will be reported to the MB. Data protection awareness and the frequency of the awareness sessions on the subject (including a special one on the data protection day) will be increased to keep raising awareness of data protection regulations and internal rules.

In short the 2021 activities are as follows:

- Horizontal activities
 - 2.3.5 Data protection

2. Activities in 2021

2.1. Operational business-as-usual activities

This section covers all the operational activities of the Agency's core business that are performed daily. The activities are grouped according to Strategic Goals.

2.1.1. Activities within the scope of Strategic Goal 1

Operational management and evolutions of the existing systems

2.1.1.1. Eurodac - DubliNet maintenance

MAIN ACTIONS OR TASKS:

- continuous monitoring of the system's operations and components (i.e. monitoring of Eurodac CS operational status, user connectivity and operations, monitoring of DubliNet operations);
- communication/interaction with the end-user community to improve and stabilise operations and provide user support;
- provision of 3rd level support;
- provision and support of encryption certificates for secure communications;
- use and maintenance of operational tools to support the aims listed above;
- continuous monitoring of the system inventory and components to ensure that they are kept up-to-date and receive continuing support from suppliers (licence renewal, patching, etc. as part of adaptive maintenance);
- implementation of smaller/urgent evolutions or technical changes coming from corrective or adaptive maintenance and other operational emergencies;
- implementation of urgent evolutions coming from adaptive maintenance caused by delays in the adoption of expected new legislation;
- managing the interaction with the MWO contractor and contractual follow-up in relation to the above aims/tasks.

VALUE ADDED:

The Agency will fulfil its legal obligations and will provide the MS with a working system in line with business needs.

MAIN CHALLENGES:

- a sudden increase in Eurodac traffic (due to a crisis situation) increases the risk of instability and puts pressure on resources (human resources, usage of technical

environments, time constraints) due to unforeseen technical mitigation measures;

- issues with data centre space availability impact smooth operations (e.g. overheating within racks due to the lack of additional space, difficulty to add infrastructure when issues arise due to limited capacity);
- increase in maintenance costs arising from delays in the adoption of legal bases required for planned system evolutions;
- increase in maintenance costs arising from unforeseen evolutions related to End-of-Support or End-of-Life notifications of any Eurodac component.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target(s)	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To maintain Eurodac and Dublinet in optimal working order.	Eurodac and Dublinet operate as required (stable operations as per SLAs) Eurodac is continuously covered by technical support guaranteed by its suppliers.	The MS receive a reliable service of the Eurodac system and a secure and reliable Dublinet communication.	Conformity with the Eurodac, Dublinet SLA and Eurodac-related corporate KPIs.	Meet standard and specific Eurodac and Dublinet SLA 100%	Reports on the performance of the system (based on the operational tools and generated SLA statistics).	PSU

2.1.1.2. VIS/BMS maintenance

MAIN ACTIONS OR TASKS:

To guarantee the quality and delivery of contractual deliverables from the MWo2 FwC, and ensure maintenance service continuity throughout the FwC, by means of:

- corrective maintenance: incident management, problem management, and change management;
- adaptive maintenance: following and anticipating the obsolescence of the system components, so that the VIS/BMS constantly remain compliant with state-of-the-art technologies and there is support from component manufacturers and/or editors;
- perfective maintenance: improving, based on technical expertise and identified upturns, the VIS/BMS components to ensure optimal performance;
- preventive maintenance: performing changes in the VIS/BMS based on operational observations to prevent identified potential sources of issues from evolving into incidents.

VALUE ADDED:

The Agency will provide the Member States with the VIS/BMS working in accordance with the VIS/BMS legislative framework and agreed SLA.

MAIN CHALLENGES:

To ensure that required VIS/BMS changes under maintenance activities are properly integrated into the global VIS/BMS roadmap, and deployed in a timely way so that the

system performs according to the VIS/BMS legislative framework and agreed SLA.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target(s)	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To ensure that VIS/BMS performs as per requirements on availability/performance and that events are managed as per ITSM and SLA with the end users. With adaptive maintenance, to ensure that VIS/BMS is covered by the support manufacturers.	The VIS/BMS system performs as per SLA	VIS/BMS behaves as per requirements, and events preventing the system to behave appropriately are managed in a timely manner so that performance is as per the Service Level Agreement with the end users.	Conformity with the VIS/BMS SLA	VIS/BMS Maintenance activities lead to the system performing as per the SLA, and anticipate improvements and prevent incidents. (Please see Annex XI).	Periodic operational and maintenance reports, including SLA and Monthly Service Reports.	PSU

2.1.1.3. *SIS maintenance*

MAIN ACTIONS OR TASKS:

This activity includes:

- corrective maintenance: incident management, problem management, change management, and release management;
- adaptive maintenance: following and anticipating the obsolescence of the system components, so that SIS constantly remains compliant with state-of-the-art technologies and there is support from component manufacturers and/or editors;
- use and maintenance of operational tools to support the above aims/tasks;
- continuous monitoring of the system inventory and components to ensure that they are kept up to date and receive continuing support from suppliers (licence renewal, patching, etc.);
- managing the interaction with the MWO contractor and contractual follow-up for the above aims/tasks.

VALUE ADDED:

SIS CS available 24/7 as per SLAs.

MAIN CHALLENGES:

New biometric technology introduced can be a challenge for incident and problem resolution.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target(s)	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To ensure 24/7 availability of the system	SIS CS available 24/7 as per SLAs (availability, performance, etc.).	SIS system available, as per SLAs, in 2021.	Conformity with the SIS SLA and SIS-related corporate KPIs.	Meet standard and specific SIS SLA 100% (Please see Annex XI).	Internal SIS data Service desk data 2nd level support eu-LISA available data Periodic operational and maintenance reports.	PSU

2.1.1.4. SIS AFIS maintenance

MAIN ACTIONS OR TASKS:

This activity includes:

- corrective maintenance: incident management, problem management, change management, and release management;
- adaptive maintenance: following and anticipating the obsolescence of the system components, so that SIS AFIS constantly remains compliant with state-of-the-art technologies and there is support from component manufacturers and/or editors; implementation to be carried out as evolutions;
- use and maintenance of operational tools to support the above aims/tasks;
- continuous monitoring of the system inventory and components to ensure that they are kept up to date and receive continuing support from suppliers (licence renewal, patching, etc.);
- managing the interaction with the MWO contractor and contractual follow-up for the above aims/tasks.

VALUE ADDED:

SIS CSIS available 24/7 as per SLAs.

MAIN CHALLENGES:

New biometric technology introduced can be a challenge for incident and problem resolution.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target(s)	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to	To ensure 24/7 availability of the system.	To ensure SIS AFIS is available 24/7, as per SLAs (availability, performance).	SIS AFIS system available, as per SLAs, in 2021.	Conformity with the SIS SLA.	Meet standard and specific SIS SLA 100% (Please see Annex XI).	Internal SIS data Service desk data 2nd level support eu-LISA available data.	PSU

stakeholders as per the Agency mandate

2.1.1.5. *SIS support to the Member States*

MAIN ACTIONS OR TASKS:

This activity includes:

- providing ongoing support to the Member States during the qualification process of their individual national systems evolution;
- performing test and qualification campaigns.

VALUE ADDED:

- the Member State national systems function properly;
- overall, the Member State operations are not impacted by problems in other Member State systems;
- potential new Member States may be smoothly integrated into the SIS community;
- conformity with the ICD and detailed technical specifications of national systems.

MAIN CHALLENGES:

- increased complexity resulting from biometric technology being introduced into the system;
- increased complexity resulting from interoperability initiatives;
- overlapping with other project activities.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target(s)	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To ensure that National Systems are ready to operate in the Central System.	Testing reports for different stakeholders confirming readiness of MS for operation with C.SIS. New MS joining SIS can be integrated at any appropriate time.	Effective support for national systems	Quality and time of Member States' integration. Adherence to the Member States' testing plan.	No deviation from testing plan for Member States' national systems.	SIS data. Operational and testing data. Information from new Member States (if any).	TTU

2.1.1.6. *SIS unplanned evolutions*

MAIN ACTIONS OR TASKS:

Main actions or tasks are triggered by requested changes.

VALUE ADDED:

Improved law enforcement and border control SIS capabilities through identified additional functionalities.

MAIN CHALLENGES:

Risks linked to unplanned activities; impact on overall planning.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To ensure that all necessary unplanned evolutions of the system are handled in a systematic and appropriate manner.	SIS will implement changes as defined by the stakeholder community.	New SIS central system release	Cost, schedule and scope	Green	Project dashboard	PSU

2.1.1.7. *EES maintenance*

MAIN ACTIONS OR TASKS:

This activity includes:

- continuous monitoring of the system operations and components;
- communication/interaction with the end-user community to improve and stabilise operations and provide user support;
- provision of 3rd level support/incident management, problem management, operational change management, and request fulfilment;
- use and maintenance of operational tools to support the above aims/tasks;
- continuous monitoring of the system inventory and components to ensure that they are kept up to date and receive continued support from suppliers (licence renewal, patching, etc., as part of the adaptive maintenance);
- implementation of urgent technical upgrades and interventions arising from corrective maintenance and operational emergencies;
- managing the interaction with the MWO contractor and contractual follow-up for the above aims/tasks.

VALUE ADDED:

The Agency will provide the Member States with a functional EES in accordance with the EES legislative framework and agreed SLA.

MAIN CHALLENGES:

- interdependencies with other activities servicing the EES implementation, such as the existence of a Common Shared Infrastructure (CSI), Network Upgrade and Recast Activities of the legacy systems (VIS);
- proper collaboration and cooperation with the MS, as the national implementations have to be also synchronised;
- possible impact on the implementation of other initiatives or business-as-usual activities due to internal resource constraints.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To ensure that EES performs as per requirements and that events are managed properly.	EES central system performs as per SLA	EES behaves as per requirements and events preventing the system from behaving properly are managed proactively.	Conformity with the EES SLA	Meet the standard and specific EES SLA 100%	Periodic operational and maintenance reports	PPU

2.1.1.8. *CSI maintenance*

MAIN ACTIONS OR TASKS:

This activity includes:

- continued support for the 'CSI Programme Office' work package and overall support for CSI technology initiatives;
- regular follow up, including updating the Configuration Items (CIs) status via incident/problem/change and request management;
- applying technical and security patching;
- implementation of corrective maintenance;
- Work Package (WP) for evolutionary maintenance.

VALUE ADDED:

- the Common Shared Infrastructure is available and in line with the SLA;
- the Common Shared Infrastructure is adapted to advances in cost-effective technology;
- activities related to shared services (i.e. application security tools, common monitoring, etc.), procured outside core business system contracts, are

maintained/supported via a single Maintenance Work Order (MWO) contract.

MAIN CHALLENGES:

To set-up a proper Operational Level Agreement (OLA) among CSI and associated Core Business Systems (CBSs) contractors to properly manage the relationship and responsibilities, at infrastructure management level.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Proactively Identifying any configuration items (CIs) due to reach end of support. Keeping all CIs under proper vendor support and a shared platform adapted to advances in cost-effective technology.	Continuous maintenance of the CSI according to the infrastructure inventory and CSI service catalogue. Upgrade or replacement of the relevant components identified as sub-effective or obsolete.	Mandatory maintenance within FWC CSI including programme management. Platforms aligned with CBS requirements through a cost-effective, reliable and automated technology stack.	Conformity with maintenance SLAs CBS performance indicators	100% conformity	KPI measurement via ITSM Tool. Monitoring of CBS availability.	IMU

2.1.1.9. Operational management/daily system management coordination and shared tasks

MAIN ACTIONS OR TASKS:

This activity includes:

- coordination of operational activities;
- change management;
- End-User WorkStation (EUWS) management;
- backup management;
- daily system management, incidents and problem resolution.

VALUE ADDED:

All system administration operations provide the necessary reliable and available (according to the SLAs in place) services to CBS and CSI.

MAIN CHALLENGES:

Ensuring that all services are provided as per business expectations and technical specifications.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Proper maintenance, set-up and monitoring of CBS under eu-LISA's management to ensure a secure and reliable infrastructure.	Secure and reliable operational management of central business systems (CBS).	Both CBS and the Member States receive a reliable infrastructure in line with agreed SLAs.	Conformity with CBS and CSI SLAs.	The whole systems infrastructure is in compliance with their specific services and SLAs, as defined in eu-LISA's Service Catalogue and Service Level Management process.	SMg ITSM reports	IMU

2.1.1.10. *Enterprise architecture continuum - establishing an interoperability architecture*

MAIN ACTIONS OR TASKS:

This activity includes:

- establishing a target interoperability architecture;
- defining the interoperability building blocks;
- gathering available requirements and setting up a requirements catalogue for interoperability;
- establishing data entity diagrams, business functions and linking them to each other for both existing and upcoming operational systems, necessary for modelling interoperability based on EIRA and other frameworks;
- establishing a conceptual data diagram for the anticipated systems portfolio at eu-LISA;
- establishing a future state application/data matrix to complete the mapping between business functions/applications, and data needs, which serves as a core starting point for supporting interoperability;
- defining and documenting future information exchanges based on interoperability requirements;
- establishing interoperability patterns and standards to be used in the development of new systems and the evolution of existing ones and ensuring that these are based on widely adopted/best practices patterns and standards outside eu-LISA.

VALUE ADDED:

Operational benefits:

- increased efficiency and effectiveness;
- shortened delivery and cycle times;
- improved business operations, processes, and performance.

IT infrastructure benefits:

- increased interoperability and integration;
- increased reusability;
- increased standardisation;
- reduced waste and redundancy;
- reduced IT costs;
- improved utilisation and benefits realisation of IT;
- supported deployment, initialisation and development of IS;
- increased stability, security, and reliability;
- improved agility, flexibility, and responsiveness.

MAIN CHALLENGES:

There are no main challenges foreseen at this point.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Establish the future interoperability architecture for the Agency (both CBS and corporate IT)	Develop and agree on a target interoperability architecture for future systems. Establish interoperability patterns and standards. Model Data entity/business function. Develop an Information exchange matrix.	Definition of the interoperability building blocks, requirements catalogue for interoperability, application/data matrix for mapping between business functions/ applications, and data needs, patterns and	Implementation of Phase 3: Enterprise architecture - enterprise continuum.	100% conformity	Report to the architecture review board and management committee	PSU

		Increase Enterprise Maturity Level.	standards for existing and new systems.				
--	--	-------------------------------------	---	--	--	--	--

2.1.1.11. *CU and BCU Operational Activities and Evolutions / Improvements*

MAIN ACTIONS OR TASKS:

This activity includes the daily operation of data centres (DC).

VALUE ADDED:

Reliable and highly flexible Data Centre Services.

MAIN CHALLENGES:

No major risks identified.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Improvement of the overall service performance and optimisation of the costs and risks.	Operational integration of information technology and facility management disciplines to centralise monitoring, management and intelligent capacity-planning of all DC critical systems.	DC up and running	Availability of DC services	All services available 24/7	SMg ITSM reports	IMU

2.1.1.12. *Release and deployment management activities*

MAIN ACTIONS OR TASKS:

Release and deployment management of all core business systems including the coordination and follow-up of all activities related to all the phases of the process: planning, building, testing and validation, deployment, review and closure. These activities include the following:

- defining and agreeing on the release and deployment of management plans;
- ensuring the integrity of the release packages and testing them;

- ensuring that release packages can be installed and rolled back;
- recording and managing risks, issues and lessons learnt and taking corrective actions;
- ensuring that skills and knowledge are transferred to operations and users.

VALUE ADDED:

The Agency delivers technical and business changes to minimise risks and provides the Member States with working applications for their business needs. It also improves consistency in the implementation approach for all core business systems.

MAIN CHALLENGES:

To ensure that the changes required through maintenance activities are properly integrated into the global roadmap and deployed on time so that the system performs according to the business needs.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To define and agree on the release and deployment plans and to formally hand over new, modified or withdraw retired services.	Releases planned, defined, tested and implemented in the production for all CBS.	Better coordination and follow-up of all the activities related to the release and deployment management of all the phases: planning, building, testing and validation, deployment, review and closure.	Delivery of the release plans. Implementation of the releases for the CBS.	Release plans created and agreed in Q1. Releases deployed as per release plans.	Agreed release plans	TTU

2.1.1.13. *Licence management*

MAIN ACTIONS OR TASKS:

Ensure that licences used at eu-LISA are managed centrally and that support renewal dates are aligned whenever possible.

VALUE ADDED:

Licences managed through a single contract benefit from negotiated prices (i.e. Oracle ULM contract negotiated at the Commission level).

Aligning renewal dates reduces the number of renewal procedures.

MAIN CHALLENGES:

The conversion of multiple contracts into a centralised contract requires the involvement of several contractors operating under different conditions.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Follow up on the various licences used at eu-LISA.	Continuous support for licences used by eu-LISA (CBS and shared projects).	Licences used at eu-LISA are supported in accordance with the SLA, required by the different Core Business Systems.	Amount of licences under a support contract managed centrally	Oracle (50%) Backup software (50%) Linux OS (20%)	CBS contracts CSI contract	IMU

2.1.1.14. Backup Central Unit (BCU) daily operation management

MAIN ACTIONS OR TASKS:

This activity includes:

- daily management of data centres;
- management of relations with the Austrian authorities;
- capacity management.

VALUE ADDED:

Data centres provide an essential service.

MAIN CHALLENGES:

- delays in system implementation;
- under-capacity of data centres.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	Keep both data centres fully operational.	Continuous maintenance and capacity follow-up of both data centres (CU and BCU).	The data centres (BCU) perform as required, providing the Agency with this necessary functionality.	Availability of Data Centre resources (cooling, power).	100% conformity	Monitoring tool	IMU

2.1.1.15. 24/7 1st level support for operational management of the systems - eu-LISA Service Desk

MAIN ACTIONS OR TASKS:

24/7 1st level operational management of core business systems, including:

- effective communication to the Member States and other stakeholders;
- managing operational documentation with the Member States;
- event management and monitoring;
- participation in the incident lifecycle management according to the eu-LISA incident management policy;
- dealing with standard requests according to the eu-LISA request fulfilment policy;
- timely delivery of the agreed reports according to the eu-LISA Service Level Management Policy;
- contribute regularly to knowledge management as well as to the knowledge database.

VALUE ADDED:

eu-LISA Service Desk provides the necessary services to the core business system users, to the Member States and other stakeholders.

MAIN CHALLENGES:

To ensure that services are provided according to the business systems rules and requirements, and to the customers' expectations. To guarantee the adequate quality of everyday communication to stakeholders.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to stakeholders as per the Agency mandate	To maintain and continuously improve daily support activities and customer satisfaction	Efficient and effective 1st level support for eu-LISA core business systems and reliable communication for eu-LISA customers and stakeholders.	Core business systems and Member State users receive efficient and reliable services as 1 st level of support and communication via the agreed communication channels.	Service Desk Performance indicators Annual Customer Satisfaction survey.	For Service Desk Performance indicators: above 80%. For the Annual Customer Satisfaction survey: above 80%.	The Service Desk Performance indicator reports. Annual Customer Satisfaction survey.	SOU

Operational management and evolution of the communication infrastructure

2.1.1.16. Network services delivery and regular operational management of the communication infrastructure contracts (budget execution, acquisition, renewal, contract management)

MAIN ACTIONS OR TASKS:

This activity includes:

- CBS local network infrastructure operational management;
- local management network (EUWS) operational management;
- SIS 2nd encryption layer operational management;
- VIS 2nd encryption layer operational management;
- VIS Mail systems operational management;
- SIS Mail systems operational management;
- network management processes evolution;
- network architecture evolution.

TESTA activities:

- supervision, which includes analysis and review of operational reports, the organisation of regular meetings related to the operations and follow-up with the provider; requests for change and technical parts of service orders;
- coordination of relations between the Member States and the provider: the maintenance of the contact lists in the Member States; the coordination of all network activities having an impact on a Member State;
- proposing technical specifications as requested by the Commission;
- identification, evaluation and implementation of improvements of the network services (continuous improvement).

Ongoing activity related to the handover of communication infrastructure contracts to eu-LISA. It covers:

- extending or renewing support on the SIRENE mail and VIS mail components;
- acquisition and renewal of the 2nd encryption layer components;

- contractual management of the TESTA-ng specific contracts for the large scale IT systems managed by eu-LISA in line with eu-LISA's establishing Regulation;
- contractual management of the VIS and SIS Mail systems support contracts;
- contractual management of the VIS and SIS 2nd encryption layer contracts;
- providing specifications for the extension of the specific contracts.

VALUE ADDED:

The communication infrastructure and related communication systems provide the necessary service to core business systems and to the Member States.

Regarding the contractual aspects, the Agency will fulfil its legal obligation and provide the Member States with a communication infrastructure for the large scale IT systems managed by eu-LISA in accordance with the legislative framework and SLA.

MAIN CHALLENGES:

To ensure that the services are provided according to the business expectations and technical specifications.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	To maintain and monitor networks under eu-LISA management to ensure the availability, security and reliability of the communication infrastructure. For SIRENE mail and VIS mail all components must be covered by third party and manufacturer support.	A secure and reliable communication infrastructure and related communication systems operating as required, and maintenance managed as per SLA.	Core Business Systems and Member States receive a reliable service from the communication infrastructure, related communication systems are as per requirements, and are managed proactively so that performance is per the SLA.	Conformity with the communication infrastructure SLAs.	Network Infrastructure Services shall be available and performing according to the system specific SLA outlined in the valid version of eu-LISA Service Catalogue.	Reports on the performance of the systems and SLA.	IMU

2.1.1.17. 24/7 2nd level application support for the operational management of the core business systems

MAIN ACTIONS OR TASKS:

24/7 2nd level support (applications and databases) for the operational management of all core business systems including incident management, problem management, change

and release management (deployment of RFCs and releases) and technical support for projects. Maintenance activities so that the systems perform according to the service level agreements, based on anticipating improvements and preventing incidents.

VALUE ADDED:

The Agency will fulfil its legal obligations and will provide the Member States with applications in line with their business needs.

MAIN CHALLENGES:

To ensure that application changes required as per maintenance activities are properly integrated into the global roadmap and deployed on time so that the systems perform according to the business needs.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification of source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	To ensure uninterrupted and high quality 24/7 level 2 application operations in the management of CBS.	Uninterrupted and high quality 24/7 level 2 application operations in the management of CBS.	CBS and the Member States receive a reliable service in relation to applications, including databases.	Conformity with the operational service level agreement for applications.	Maintenance activities lead to the system performing according to the service level agreement, by anticipating improvements and preventing incidents.	Reports on the performance of the system and SLA.	SOU

Security and business continuity

2.1.1.18. Delivering the information security and assurance service for the core business systems

MAIN ACTIONS OR TASKS:

This activity includes:

- Planning and Managing
 - security policy, standards and guidance;
 - security architecture;
 - security awareness and training;
 - reporting and communication;

- Identifying
 - security risk management;
 - threat modelling;
 - threat intelligence;
 - asset identification;
- Assuring
 - security assessments and audits;
 - vulnerability assessments and penetration testing;
 - cybersecurity exercises and Red Team;
- Protecting
 - identity and access management;
 - secure configuration;
 - network security;
 - secure system development and application security;
 - endpoint security;
 - cryptography and PKI;
 - technical vulnerability management;
- Detecting
 - security event and incident monitoring;
- Responding
 - security incident management;
 - digital forensics;
- Recovering
 - ICT business continuity management.

VALUE ADDED:

- security risks managed to an acceptable level;
- compliance with legal and business requirements;
- increased trust of stakeholders;
- increasing the reputation of the Agency as a trustworthy and secure custodian of sensitive EU internal security and border management information.

MAIN CHALLENGES:

- low priority with regard to other tasks;
- increase in complexity of project activity outstripping resource capacity.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Strengthen information security capabilities related to the systems entrusted to the Agency	Delivering the Information Security and Assurance Service in accordance with the Security and Continuity Strategy and Service Catalogue.	Security policy; Security risk management; security plans; security awareness and training, security architecture, security assessments and audits; software licences; security testing, security monitoring, security incident management, security guidance.	Assurance that information security risks will be managed to an acceptable level.	(1) % of business processes and their services covered by the information risk management process (2) % of staff that have completed the security awareness e-learning training (3) % of security controls implemented in each Information System Security Plan (4) % of quarterly security tests conducted versus planned.	(1) 60% (2) 75% (3) 65% (4) 75%	Internal risk assessment reports E-learning reporting Self-assessment questionnaire Security assessment reports	SCU

Core business support activities (statutory reporting for systems, external technical training, technology research, etc.)

2.1.1.19. Implementation of the training plan for the provision of training to the Member States on the technical use of the IT systems managed by the Agency

MAIN ACTIONS OR TASKS:

Organising and delivering training as foreseen in the approved annual training plan.

VALUE ADDED:

The technical knowledge of the Member States and relevant EU agencies on the systems is increased resulting in better performance at national level. The Member States receive tailored training on the technical use of the systems.

MAIN CHALLENGES:

- availability of eu-LISA staff to provide the training, as well as contractors to prepare and deliver specific training;
- multiple parallel projects involving new system developments place excessive time demands on Member State experts dealing with eu-LISA systems, meaning that they have limited time to participate in relevant training courses. This causes in a gradual decline in competences at the MS level;
- the non-permanent character of job profiles supporting MS Training activities (external support and SNE).

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to stakeholders	The knowledge of the Member States and relevant EU agencies on the technical functioning and use of the systems is enhanced and applied.	To fulfil the core task of the Agency as per its Establishing Regulation and to provide technical training on the functioning and use of the systems to the Member States.	A responsive and tailored systems training programme is in place that meets in full the needs of stakeholders.	Trainees satisfaction rate (scale 1-5, 1 lowest, 5 highest).	Average not less than 3 (scale 1-5)	Evaluation forms	GCU

2.1.2. Activities within the scope of Strategic Goal 2

Operational management and evolutions of the existing systems

2.1.2.1. *Improvements to the Application lifecycle management (ALM)*

MAIN ACTIONS OR TASKS:

eu-LISA is currently facing challenges with end-to-end:

- traceability of application development artefacts;
- formalisation of application lifecycle processes and governance framework;
- lack of needed automation levels for the Application lifecycle management.

This has led to difficulties in accessing information or documentation throughout the application development processes. The plan for introducing an efficient Application lifecycle management (ALM) process and use of a set of automation tools will have an impact across all operational units of the Agency. However, the current situation that the Agency is facing, developing at once several key new large-scale IT systems (starting with the EES) requires a flexible and gradual approach for the implementation of the ALM, and the achievements of quick wins, before the implementation can be extended agency-wide. The ALM implementation is already planned as a dedicated activity in the Single

Programming Document 2020-2022 and will be finalised in 2021.

The 2019 ALM study is expected to increase the knowledge of the ALM capability and define some key elements for its implementation, such as processes and governance. It will foster a more consistent and more efficient use of tools. It will also support the planning of activities required for the full ALM solution implementation, starting in 2020, and due to be finalised in 2021.

VALUE ADDED:

- less human failure due to higher automation;
- quicker recovery.

MAIN CHALLENGES:

- Procurement rules.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to stakeholders	Ensure the availability of tools and procedures to ensure a continuous delivery model providing more flexibility and agility.	Products, tools and procedures.	Quicker delivery of releases.	Time to market (in comparison with previous years)	More releases. Quicker changes. Quicker test campaigns. Higher automation.	Annual release plan	TTU

2.1.2.2. *Support of Application lifecycle management (ALM) platform*

MAIN ACTIONS OR TASKS:

The ALM (Application lifecycle management) platform, planned to be implemented for the delivery of the EES project and all upcoming new systems, is intended to be used at some point also for the already existing CBS. The platform will cover many tools from the lifecycle and therefore proper ownership and support will be required by internal staff in order to maintain a usable platform for proper testing and delivery of releases.

VALUE ADDED:

Maintain a usable platform for proper testing and delivery of releases for the CBS (new and existing).

MAIN CHALLENGES:

The main challenge is to have proper governance of the platform in order to have efficient usage and follow-up.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to stakeholders	Having a platform that is up-to-date and continuously available.	Maintenance throughout the years for the ALM platform (including tools, data, processes).	Ensuring continuity and proper functioning of the ALM platform which is supporting the management of the applications (tests, release, maintenance).	Platform continuously available to support the activities on ALM, no project or release activity impacted due to the availability of the tools and the data.	0% impact on the planned project, release and operational activities.	Planning, risks and issues related to project, release or operational activities.	TTU

2.1.3. Activities within the scope of Strategic Goal 3

Not applicable. No business-as-usual activities for Strategic Goal 3 are planned in 2021.

2.1.4. Activities within the scope of Strategic Goal 4

Corporate governance (Centre of Excellence, governance, planning and corporate statutory reporting, quality management, internal audit, etc.)

2.1.4.1. *eu-LISA ITSM framework processes run and regular reporting*

MAIN ACTIONS OR TASKS:

This activity includes:

- running the processes properly, considering possible improvements in the process definition as well as process implementation;
- regular reporting on process KPIs and on SLAs;
- monitoring and suggesting evolutions for processes via Continual Service Improvement to support the lifecycle of implemented processes;
- considering and suggesting possible improvements in the eu-LISA ITSM tool.

VALUE ADDED:

- significantly improved running and control of the processes;
- enhanced reporting using online SM9 data and the defined KPI per system;
- definition and implementation of needed new processes, part of the eu-LISA ITSM Framework;

- maturity evolutions for processes via Continual Service Improvement;
- maintenance of a register with improvements and initiatives;
- optimised efficiency via leveraging ITSM tool capabilities to the eu-LISA systems and contractor support infrastructure.

MAIN CHALLENGES:

- low priority due to backlog of tasks;
- lack of proper processes control and supervision.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholder needs	To properly maintain, monitor and report on the eu-LISA ITSM processes.	eu-LISA ITSM processes are run efficiently and effectively.	Core business systems and the Member States receive reliable services, based on the eu-LISA ITSM framework.	Conformity with the KPIs for the processes	The agreed KPIs for the processes	Documentation on the respective processes. KPIs reports.	SOU

2.1.4.2. *ITSM tools improvements and customisation, addressing the new initiatives, as well as the outcome from the regular process and services reviews*

MAIN ACTIONS OR TASKS:

This activity includes:

- collecting and analysing the necessary new capabilities, new functionalities and improved features of the ITSM tools, triggered mainly by:
 - the outcome of regular process and service reviews planned for 2021; necessary tool improvements, to be registered, for proper assessment and follow up, in the eu-LISA CSI register;
 - the onboarding of new systems and initiatives as needed, changes and improvements to processes and services (both existing and new);
- provision of the necessary resources for the agreed tool improvements;
- a project team to be announced, and its agreed scope, based on Task 1, work package description, timing and resources;
- an offer for external consultancy to run this project, to be defined and agreed;
- starting the agreed improvements - the project kick-off.

VALUE ADDED:

- considerably more efficient and effective processes in place, more accurate service descriptions, aligned with the new systems' onboarding, thus, strengthening eu-LISA's operational performance, and meeting stakeholder expectations;
- significantly minimising the risks, related to service measurement (SLAs, KPIs).

MAIN CHALLENGES:

- low priority due to overload of tasks;
- lack of proper process control and supervision.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	To align the scope and capabilities of the processes, as well as the respective new or updated service definitions, benefitting from the new, customised and improved tool functionalities.	The ITSM tools are up-to-date, fit for purpose and fit for use, addressing the new systems' onboarding - from the user, contractor, service and process perspectives.	Strengthen process effectiveness and successful onboarding of the new systems in the eu-LISA ITSM process model as well in the respective tools.	Respective KPIs and SLAs for the processes	Agreed levels of the respective KPIs and SLAs	Quarterly and Annual KPIs reporting	SOU

2.1.4.3. *New service and process definitions as part of the eu-LISA's ITSM Framework*

MAIN ACTIONS OR TASKS:

This activity includes:

- identifying the new services and agreeing on their definition, via project management;
- commitment on the resources needed and defining the services with the respective, involved, internal eu-LISA stakeholders;
- updating the eu-LISA Service catalogue;
- having a Management decision on which new processes need to be defined in the short term, agreeing on the process ownership (e.g. Service design management, Business relationship management, Vendor management);
- setting up the necessary organisation - as a project, with the estimated internal and external resources;
- defining the processes and implementing them;

- updating the eu-LISA ITSM framework package, including the new processes.

VALUE ADDED:

Considerably more efficient and effective processes in place, significantly increasing eu-LISA operational performance, meeting all stakeholder expectations, minimising the risks related to service measurement, guaranteeing a pragmatic and realistic approach for service measurement and reporting.

MAIN CHALLENGES:

- low priority due to overload of tasks;
- lack of proper processes control and supervision.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs	To define and deliver new services, based on the ongoing new initiatives (interoperability, ETIAS, EES etc.), to identify the improvements needed in the existing processes and to define and implement new processes.	Up-to-date process and service models of eu-LISA, defining new services, triggered by new initiatives, processes and systems, strengthening how eu-LISA provides its services to all stakeholders.	Serving eu-LISA stakeholders more efficiently.	Adherence to the agreed project scope, budget and time.	The project is delivered within the approved scope, budget and timeline.	Periodic project progress reports and dashboards. Project documentation repository.	SOU

Human resources and knowledge management

2.1.4.4. Training for eu-LISA staff on operations (technical training for staff) and knowledge management

MAIN ACTIONS OR TASKS:

This activity includes:

- in-house training (analysis, design, development, implementation, evaluation, gap analysis, alignment, follow-up) and knowledge sharing;

- knowledge management as per knowledge management policy (currently being drafted at the time of writing this SPD);
- creation of e-learning content;
- administrative management of the training;
- support operations and project managers in the implementation of upgrades to current systems and the launch of new features and systems entrusted to the Agency;
- setting up the appropriate environment to allow staff to learn and practise;
- cooperation with the Operations Department on the planning and delivery of technical training.

VALUE ADDED:

- eu-LISA's operational staff will be able to better perform and offer better services to the Agency's stakeholders;
- increased added value for the systems, data and technology for stakeholders;
- becoming a trusted advisor and technical facilitator for stakeholders on matters within the mandate of the Agency;
- developing and maintaining a positive image towards its internal and external stakeholders;
- consolidating its role as an attractive employer, with a focus on retaining staff and providing ongoing staff development.

MAIN CHALLENGES:

- insufficient human resources available to implement the Knowledge Management Policy and to absorb the changes coming from the reorganisation (technical training sessions were provided by application managers; this will change under the new organisational structure);
- existing staff members not passing the certification process, which gives assurance that the learning objectives have been reached which are needed to access the systems.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continue to be an attractive employer, by retaining and continuously developing staff	Respond to technical training needs. Grow as a hub of knowledge and maintain operational excellence. Identify new solutions to optimise business processes. Ensure that knowledge is captured. Organise activities after analysis. Evaluate impact no business.	Courses on operations and applications for staff; create a training lab; implement the knowledge management policy; technical onboarding; create a certification process prior to access to core systems.	eu-LISA's staff will be able to perform better; eu-LISA will be acknowledged as a hub of expertise and knowledge.	1. Number of training activities organised. 2. General satisfaction level. 3. Increase awareness about Knowledge Management Database. 4. 100% of newcomers have followed technical onboarding programme.	1. 50 training activities organised. 2. Satisfaction level above 85%. 3. At least 2 awareness sessions organised. 4. 100% of newcomers followed technical onboarding programme within 3 months of arrival. 5. 100% of technical staff (with hands-on	SMART reports iLearn statistics Work Programme progress reports	HRU

5. Number of staff passing the certification process. systems) to pass the certification process.

2.2. Operational project activities

This section covers all the operational activities of the Agency's core operational business that are performed on a project basis. Project performance is monitored according to the Agency's project management methodology. In line with this methodology, the project performance indicators retained for the Agency's corporate reporting are cost, schedule and scope. For the reporting on performance indicators, the Agency uses a 'RAG' (red, amber/yellow, green) traffic light rating scale. The RAG indicators are established in accordance with the following tolerances:

	Cost	Schedule	Scope
Green	Total deviation < 5 %	Total deviation < 5 %	No deviation
Amber	Total deviation between 5 % and 10 %	Total deviation between 5 % and 10 %	Deviations allowed within the limits for cost and schedule, as long as they are aligned with the business case and are approved by the project board
Red	Total deviation > 10 %	Total deviation > 10 %	When the conditions above are not satisfied

2.2.1. Activities within the scope of Strategic Goal 1

Operational management and evolutions of the existing systems

2.2.1.1. *New SIS legal framework implementation (continuation from 2019)*

MAIN ACTIONS OR TASKS:

This activity includes:

- new functionalities, business rules, data fields, alerts and object categories under Articles 26, 32, 36 and 38 of the SIS Regulation;
- additional data fields under Article 24 of the SIS Regulation for better identification of persons;
- fine-tuning of the central system from the capacity perspective.

PREVIOUS YEARS' ACHIEVEMENTS:

In 2019, eu-LISA focused on launching developments related to the new SIS legal framework.

In 2020, eu-LISA focused on the implementation of the new functionalities, business rules, additional data fields and alerts under the abovementioned articles.

VALUE ADDED:

Improve law enforcement and border control SIS capabilities through the additionally identified functionalities.

MAIN CHALLENGES:

- all stakeholders will have to be coordinated closely at each stage of this project;
- the Member States will have to reach given milestones by set deadlines in line with the ICD;
- implementation, to enable testing operations as this is a major step in delivering the project.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	To provide new categories of alerts in SIS, additional data fields, new object categories and new users to the system.	The project will provide new functionalities defined in the new legal basis of SIS for law enforcement and border control.	A new SIS central system release including the new SIS core functionalities identified in the recast legal instrument (return decision not included).	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.2. SIS return decision (continuation from 2019)

MAIN ACTIONS OR TASKS:

This project will develop and implement the requirements on the return decision set in the new SIS legal instrument.

PREVIOUS YEARS' ACHIEVEMENTS:

In 2019, the Agency will start the SIS return decision project.

In 2020, eu-LISA focused on the implementation of the new return decision alert and related functionality.

VALUE ADDED:

Improve migration and law enforcement SIS capabilities by improving the control, status and information of return decisions issued (currently not properly controlled).

MAIN CHALLENGES:

- all the stakeholders will have to be coordinated closely at each stage of this project;
- the Member States will have to reach given milestones by set deadlines in line with the ICD implementation;
- failure to gather appropriate business knowledge on European return decision current activities and practices will jeopardise the project.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	To provide new categories of alert (return decision) plus related functionalities.	This project will provide a new return decision functionality defined on the new legal basis for SIS.	A new SIS central system release including return decision functionalities.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.3. *Core SIS generic interconnection module / interface³⁰ to allow SIS connections to other systems and implementation of ETIAS inter-connection*

MAIN ACTIONS OR TASKS:

In the scope of this project, Central SIS will be extended with a solution that will allow message exchanging with other systems. In the first phase, Central SIS will be extended with a generic interconnection module/interface and the Agency will manage and supervise the following stages of the project: requesting the SIS MWO contractor for the necessary activity, including the design, build, implementation, integration, testing, deployment and final system acceptance.

In the second phase, the interconnection module/interface will be customised to exchange messages with ETIAS; the activity will include:

- requesting the SIS MWO contractor to perform the necessary activity, in relation to the previously prepared impact assessment information;
- reviewing the SIS ICD to reflect the structure of messages/transactions sent from ETIAS and the replies;
- cooperation with the ETIAS and SIS team to coordinate project implementation and alignment planning as per the requirements of the legal act;
- configuration of the interconnection module/interface (interconnectivity) between SIS and ETIAS;
- fine-tuning of the SIS Central System alphanumeric search capacity aspects to comply with the required volume of searches;
- the relevant testing before final deployment to production;

³⁰ The implementation of this interconnection module/interface will consider the corresponding IAs within the implementation of ETIAS and will also take into consideration the interoperability aspects.

- deployment to production, project closure activities and final system acceptance.

PREVIOUS YEARS' ACHIEVEMENTS:

Basic interconnection module implemented and ready for testing.

VALUE ADDED:

- limit the future costs on inter-connecting the SIS Central System with other systems;
- easier resource management;
- operational interconnection between Central SIS and ETIAS in accordance with the requirements.

MAIN CHALLENGES:

- limited space in the data centre may influence the architecture of the solution;
- limited eu-LISA resources may call for increased external support;
- ICD definitions of the internal and external systems may not be ready;
- the legal acts may influence interconnection possibilities;
- volume of future exchange of messages is unclear.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	This activity aims to make it possible for SIS Central System to interconnect with other internal or external systems (e.g. ETIAS, VIS ...). To update the SIS Central System with ETIAS legal requirements by enabling alphanumeric searches of the personal data of TCNs registered to ETIAS, following the submission of an application.	Interconnection module will set up an enterprise service bus solution, which allows data exchange with internal or external systems. SIS updated to comply with ETIAS legal requirements: SIS Central System is interconnected with ETIAS and can handle the alphanumeric searches coming from ETIAS, and replies sent to ETIAS for TCNs.	Operational SIS Central System platform/interface for interconnection to other systems in place SIS is in line with ETIAS legal provisions and allows, through automated searches, to assess if the entry of the applicant into the Union could pose a threat (security, illegal immigration, etc.).	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.4. *Implementation of SIS AFIS Phase 2 (continuation from 2019)*

MAIN ACTIONS OR TASKS:

This activity includes:

- conducting internal and MS integration test campaigns;
- coordinating the implementation at the national system and central system levels;
- regular communication and follow-up with the Member States and other stakeholders.

PREVIOUS YEARS' ACHIEVEMENTS:

- validating the new fingerprint requirements together with the Member States and the Commission stemming from the new SIS legal framework;
- updating the specifications of the SIS AFIS system;
- improving the architecture of the AFIS system delivered in Phase 1 to cope with the new requirements.

VALUE ADDED:

The first line border checks will be enabled with AFIS Phase 2. The latent fingerprints functionality will also be enabled for unknown wanted persons.

MAIN CHALLENGES:

- all the stakeholders must be coordinated closely at each stage of this project;
- the Member States will have to reach given milestones with specific deadlines in line with ICD implementation, to enable testing operations as this is a major step in delivering the project;
- the Member States will need to be ready for the target delivery date of the project;
- hardware/software evolution and consistency issues will have to be dealt with on an individual basis, and those unknown issues could lead to additional delays;
- the SIS recast activities will take place in parallel with this implementation and could have a direct impact on the build of the solution;
- the timeline of the interoperability activities could have an effect on the requirements to be considered before the implementation of the second phase of the AFIS;
- the Active-Active implementation could be needed to fulfil additional commitments to the Agency's stakeholders.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the	To provide better response time for the biometric searches.	This project will provide enhancement of the functionalities	This project will provide additional	Cost, schedule and scope	Green	Project dashboard	PSU

stakeholders as per the Agency mandate	Increase the AFIS database capacity and throughput. Support additional biometric functions and provide additional levels of accuracy.	already set-up in phase 1 of the SIS AFIS.	biometric capabilities to the Member States.				
--	---	--	--	--	--	--	--

2.2.1.5. SIS Preproduction environment (PPE) move from In the Mountain (ITM) to Out of the Mountain (OTM) (cont. from 2020)

MAIN ACTIONS OR TASKS:

This activity includes:

- SIS PPE moving from an ITM to an OTM project and will fully separate PRD from PPE in the BCU premises;
- designing and delivering a distinct PPE and relocate all relevant systems to the BCU OTM premises;
- decommissioning any unrequired equipment located in the BCU ITM premises thus releasing valuable data centre footprint for use in future ISS and other projects;
- performing the security assessment in the context of the change management process.

PREVIOUS YEARS' ACHIEVEMENTS:

During 2020 the following is planned:

- project initiation;
- impact assessment for services and functionalities in BCU (detailed documentation of Project Schedule);
- baseline prerequisites delivery Part I (PPE redesign);
- baseline prerequisites delivery Part II (network redesign, devices reconfiguration, transition plan, etc.).

VALUE ADDED:

- distinct SIS PRD and PPE in the BCU premises;
- BCU ITM will host only eu-LISA's PRD systems;
- BCU OTM will host eu-LISA's non-PRD systems;
- no shared infrastructure between the SIS PRD and PPE systems.

MAIN CHALLENGES:

- BCU PPE downtime for two (2) weeks;
- BCU OTM not sufficient to provide a data centre footprint and support network for SIS PPE systems.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Alignment with eu-LISA's decision to retain only production systems in the BCU ITM premises	Movement of SIS PPE from ITM to OTM in Sankt Johann im Pongau - Salzburg (BCU) premises	Project outcome is the separation and movement of SIS PPE systems from ITM to OTM, to the BCU premises. This will release valuable Data Centre footprint that can be used for PRD expansion. It will additionally provide enhanced security in eu-LISA systems.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.6. Eurodac compliance with CSI/CSS services

MAIN ACTIONS OR TASKS:

This activity includes:

- continuous alignment of Eurodac with CSI/CSS services, as soon as they are ready and included in the CSS catalogue;
- the alignment will include (as per CSS evolving catalogue) the use of harmonised: network services, monitoring services, operating system services, security services, data management services, location and directory services, system and network management services;
- the project will include managing the interaction of the Eurodac contractor with the CSS contractor(s), creation and management of contractual interfaces through OLAs, technical evolutions and updates of Eurodac (FAT, PPE, Test, and Production environments);
- testing and qualification, project management, reporting and follow-up.

VALUE ADDED:

- reduction of the TCO associated with the current silo implementation;
- harmonisation of operational management activities and better use of acquired knowledge and resources;

- better data centre planning and reduction of infrastructure footprint.

MAIN CHALLENGES:

- delay in the Central CSI/CSS implementation project and non-availability of services in the relevant catalogue on time to allow proper planning;
- data centre space limitations may impact on the CSI/CSS implementation, delaying the relevant activities foreseen for Eurodac compliance;
- technical constraints of the Eurodac architecture may challenge compliance with certain common services.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	To align the Common Shared Infrastructure (CSI) and Common Shared Services through the use of harmonised software and infrastructure, centrally designed at eu-LISA level.	Eurodac is using the available Common Shared Infrastructure (CSI) and Common Shared Services (CSS) Indicative outputs (dependent on CSS-CSI readiness): Use of Storage services, Monitoring tools and services, configuration management services, containers, etc.	The Central Eurodac system complies with the CSI requirements and takes advantage of the offered CSS, allowing harmonisation across applications, the creation of synergies and facilitating operational management, economies of scale, and a reduction of TCO.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.7. *VIS recast development*

MAIN ACTIONS OR TASKS:

This activity includes a modified CS-VIS and National Visa System in line with the amended VIS legal basis³¹.

VALUE ADDED:

The system will be ready to be upgraded as required by the amended VIS legal basis.

³¹ More details will be available after the adoption of the amendments to the VIS legal basis.

MAIN CHALLENGES:

Delays in adopting the legal basis.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Drafting specifications, procuring, designing, testing, integrating necessary changes to the VIS in order to have the new VIS functionalities in place.	Modified CS-VIS and NS-VIS in line with the amended VIS legal basis.	Modified CS-VIS and NS-VIS in line with the amended VIS legal basis.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.8. *ETIAS development – implementation of consequential amendments for VIS*

MAIN ACTIONS OR TASKS:

- implementing the new functionalities to the VIS system to interoperate with ETIAS;
- updating the specifications of the VIS system accordingly;
- integrating and validating the changes through the test campaign.

VALUE ADDED:

The VIS and ETIAS will be fully interoperable: the VIS will be able to receive, process and answer ETIAS queries.

MAIN CHALLENGES:

- the current MWO2 contract ends in May 2022;
- this activity must be coordinated closely with the VIS recast and other interoperability changes to determine the necessary VIS system changes. A tight schedule will be imposed to make these changes.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	The VIS will be able to receive, process and answer ETIAS queries.	New functionalities of the VIS will be set-up.	Increased functionalities of the VIS system and legal compliance.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.9. Integration of the Single Integrated Monitoring solution with the event management process, covering all the systems in operation

MAIN ACTIONS OR TASKS:

This activity consists of integrating the single monitoring solution with the event management process - for 2021-2022, by adding all the new systems.

PREVIOUS YEARS' ACHIEVEMENTS:

This activity consists of three phases: the first two will be implemented prior to 2021, the third one, to be implemented in 2021-2022.

1. Agreement with all eu-LISA contractors to contribute to the standardised event management - in 2020.

It will include a study intended to achieve the following:

- to reach an agreement with all the eu-LISA contractors that they will contribute to this process definition;
 - to receive from the contractors the existing list with all the unique alarms, with their respective attributes – AS-IS situation;
 - to have the lists analysed by eu-LISA experts with the assistance of the contractors;
 - to draft a proposal, valid for all systems, containing the L1 and L2 support alerts types, groups' and alerts' attributes that are needed by eu-LISA – TO-BE situation.
2. Define and implement the eu-LISA Event management policy - foreseen for 2020-2021:
 - to define the event management policy;
 - to define an action plan for policy implementation.

VALUE ADDED

- to provide a greater level of flexibility for follow-ups and for communicating any type of issues, and significantly facilitating Level 1 and Level 2 everyday support activities;
- integration of the Single Monitoring solution with the Event management process will provide a sufficient level of alignment for the monitoring solutions across all systems under eu-LISA management;
- minimise significantly the risk for critical alert omission;
- all the core business system will be covered by the Single Monitoring solution and will use a standardised approach for alarm/alert generation.

MAIN CHALLENGES:

- not meeting the timeline, due to a possible delay in the Event management implementation;

- security constraints;
- delays in procurement;
- the progress of this multiannual project depends on the previous year's achievements.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Significantly improving the monitoring for all the core business systems, benefitting from the already implemented Single monitoring solution as well as from the established in 2020 ITSM Event management process.	Through a Standardised Event monitoring process across the systems to better structure received alarms, with the mandatory attributes.	Based on the Event management process across the systems and the improved quality of the alarm generation, the required integration with the Single monitoring solution will substantially enhance the monitoring efficiency and effectiveness.	Cost, schedule and scope	Green	Project dashboard	SOU

2.2.1.10. Technical support for a project to develop a proof of concept and a prototype of the EU online visa application portal (continuation form 2020)

MAIN ACTIONS OR TASKS:

The project specifically aims to:

- identify the needs of applicants and consulates in the online visa application process;
- identify the technological solutions to satisfy those needs;
- develop a concept for the business architecture of an online application portal, taking into account:
 - the preferred option of the study but also other possible options, and
 - Member States' requirements for certain functionalities.
- build a prototype realisation of the online application portal, including different user profiles/interfaces for Member States' central authorities and consulates, external service providers (ESP) and applicants;
- test the functionalities of the online application portal against specific measurable criteria, notably accuracy, effectiveness and impact on the visa application process;
- validate the technical concept of the visa application portal, including the requirements for the system architecture;

- analyse the technical, budgetary and legal requirements to deliver the online application portal, including full cost estimation, and give related recommendations.

PREVIOUS YEARS' ACHIEVEMENTS:

Analysis, design, draft specifications, mock-up development and testing.

VALUE ADDED:

The project results should provide an important evidence basis for considering the feasibility of the EU online visa application portal and taking decisions on further steps, including possible legislative proposals.

MAIN CHALLENGES:

- implementing the projects within the existing resources in eu-LISA;
- delays in contracting due to obligatory procurement procedures.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per mandate	Test and demonstrate the feasibility of the concept of an EU online visa application portal, involving MS. Provide guidance on the technical, budgetary and legal requirements for an EU online visa application portal, in view of possible legal proposals.	The project will develop and test a prototype of the EU online visa application portal corresponding to the first phase recommendations of the study.	The project results should provide an important evidence basis for considering the feasibility of an EU online visa application portal and decisions on further steps, including possible legislative proposals.	Costs, schedule and scope	Green		PSU

2.2.1.11. New Search Engine and Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019 and 2020)

MAIN ACTIONS OR TASKS:

The project specifically aims to:

- implement state of the art search engine including new search functionalities;
- increase query capacity;

- reassign resources increasing alerts capacity;
- optimise overall capacity;

VALUE ADDED:

- set up state of the art search functionalities;
- create additional capacity for queries (8 times from original SIS CS design);
- create additional capacity for alerts.

MAIN CHALLENGES:

- limited resources;
- conflict with other projects;
- very challenging test for equivalence of queries.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Obtain cost efficient state of the art search functionalities. Additional capacity for the Central System. Allow in the near future use of the same engine in all Member States.	SIS Central System will implement a new search engine for additional capacity on queries and alerts. Associated documentation upgraded.	New SIS Central System cost efficient state of the art search functionalities, additional query and alerts capacity; prepare search engine module for National Systems.	Costs, schedule and scope	Green	Project dashboard	PSU

2.2.1.12. Continuation of data centre reorganisation activities (continuation from 2020)

MAIN ACTIONS OR TASKS:

The project specifically aims to implement:

- a standard racking solution for all existing and new CBS;
- a cable tray, pre-cabling and containment standard;
- adequate power supply and cooling solution.

VALUE ADDED:

- meeting existing and new requirements for the data centres and the infrastructure;

- reducing costs by using a standardised approach.

MAIN CHALLENGES:

- Ensuring that the capacity of the data centres is sufficient to host the new systems.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Reorganise the data centres in order to meet the new capacity management requirements (capacity, power, cooling).	Data centres reorganised (racks, compute and power).	Data centres will meet the new requirements in terms of high density to achieve greater hosting capacity to cope with the business needs.	Costs, schedule and scope	Green	Project dashboard	IMU

Operational management and evolution of the communication infrastructure

2.2.1.13. Transition to new TESTA network

MAIN ACTIONS OR TASKS:

The scope of the migration will be the following elements under eu-LISA management, namely

- the VIS/EES/ETIAS communication infrastructure;
- the SIS communication infrastructure;
- point-to-point links for EES, ETIAS, SIS and VIS central systems.

Each element will have to be designed, built, and tested before migration from the current element can happen.

PREVIOUS YEARS' ACHIEVEMENTS:

- specific contracts for continuing current communication infrastructures and point-to-point links signed;
- specific contract for the SIS communication infrastructure implementation and migration signed.

VALUE ADDED:

- Better overview and control over the wide network and service delivery:
 - contractually;

- closer collaborations with the MS.
- Technical value:
 - end-to-end monitoring;
 - crypto device management;
 - sites set-up knowledge including specifics.
- Increased security:
 - direct control over the encryption and physical access to the racks;
- easier future migrations;
- higher availability - possibility to use several providers in parallel;
- capacity increase for the Communication Infrastructures.

MAIN CHALLENGES:

- TESTA-ng services will not be extended;
- F-PEN framework contract will not be awarded;
- F-PEN framework contract signature will be delayed;
- the budget will not be approved in time for the signing of specific contracts;
- resources for the TAP management will not be available;
- the migration cannot take place before the new Communication Network is technically ready;
- VIS Communication Infrastructure will be migrated only after the EES EiO, to avoid any impact on it;
- the migration should use available mechanisms (switchovers, B TAPs, outside office hours) to reduce its impact on business to the necessary minimum;
- the migration will have to be done in compliance with eu-LISA ITSM policies, particularly with the Change Management policy. Therefore, each site migration will be done in two steps (a) preproduction migration, (b) production migration – which means, that there will be two migration events for each site and there should be at least 5 end- user working days between the steps.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Continuation of the secured communication exchange between National Systems and Central Systems of SIS, VIS, EES, ETIAS,	New Communication Infrastructures for the SIS, VIS, EES, ETIAS All SIS, VIS, EES, ETIAS sites migrated to new communication infrastructures.	Supported smooth and secured communication exchange between National Systems and Central systems and among Central system	Costs, schedule and scope	Green	Project dashboard	IMU

	Eurodac and other large-scale IT systems under eu-LISA management and between various Central Systems instances.	eu-LISA connections used by Eurodac migrated to the new Eurodomain communication infrastructure.	instances for several years to come.				
--	--	--	--------------------------------------	--	--	--	--

2.2.1.14. Central systems WAN connections move (continuation from 2020)

MAIN ACTIONS OR TASKS:

The project consists of several tasks:

- engineering work in order to create two physically separated entry points in the telecommunication room of the data centre;
- install new physical lines (copper and fibre) by the Telco operator and put the lines into operation after testing;
- migrate the existing connections (TESTA-ng SIS/VIS/EURODAC; EASO; FRONTEX; CSS; Contractor Internet) to the new physically separated lines.

VALUE ADDED:

- To improve the resiliency of the network connections by improving the physical separation of the network connections – this releases space in the data centre by merging equipment currently spread over several racks.

MAIN CHALLENGES:

- Finding a contractual vehicle to fill the objective.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Provide reliable and cost-effective solutions and services to the stakeholders as per the Agency mandate	Move the WAN termination points in CU data centre to the new communication rooms at CU.	Implement the Wan termination points through the new technical rooms in CU Data Centre.	Improving the data centre capacity and increasing the physical resiliency of the network.	Compliance with the SLA for the network contract	Network performance indicator report will show a secure, stable connection after the Implementation.	Reports on the performance of the systems and SLA	IMU

Development and implementation of new systems

2.2.1.15. EES project implementation (continuation from 2019)

MAIN ACTIONS OR TASKS:

The Agency is responsible for implementing all the activities related to the development, implementation and operational management of the EES, as well as connecting Member State border infrastructures to the 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 national level. In addition, eu-LISA is to host the other external interface of the 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 exhausted the number of entries authorised by the visa. This activity will focus on the delivery of components related to the EES Central System that can facilitate the introduction of new interoperability components to the platform. Additionally, technical evolutions of VIS and SIS could be part of the implementation package. This will involve the core EES and VIS generic interconnection module/interface to allow the EES and VIS connections to other systems and the implementation of the ETIAS connection.

PREVIOUS YEARS' ACHIEVEMENTS:

In 2019, the FWC for the project was signed and entered the finalisation of requirements phase. In line with the indicative planning, eu-LISA started working on the VIS-EES interoperability. An assessment of the impact of the EES regulation on VIS and the definition of the functional specifications has been initiated, and the complete assessment is expected to be completed by the end of the year. The new VIS technical document (Interface control document – ICD) is expected to be delivered to the Member States by the end of 2019.

In 2020, the test and development phase will progress (Jan-Sep 2020). NUIs will be deployed May-August 2020, and integration testing among systems will be executed (Sep-Oct 2020). The Member States testing will start in Dec 2020.

VALUE ADDED:

The project is aimed at implementing the core business system, according to the requirements of Regulation (EU) 2017/2226 of the European Parliament and of the Council establishing an Entry/Exit System (EES).

The EES is necessary to address the following challenges:

- addressing border check delays and improving the quality of border checks for third country nationals;
- ensuring systematic and reliable identification of visa overstayers;
- reinforcing internal security and efforts to combat terrorism and serious crime.

MAIN CHALLENGES:

- interdependencies with other activities servicing the EES implementation, such as the existence of a common shared infrastructure (CSI), network upgrades and recast activities for the legacy systems (VIS);
- proper collaboration and cooperation with the MS and relevant JHA agencies, as the national implementations also have to be synchronised; ensuring that the border control equipment being used meets the required performance levels and ensures security;
- possible impact on the implementation of other initiatives or business-as-usual activities due to constraints on internal resources;
- optimisation of business processes and infrastructures at border-crossing points.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology for stakeholders	Design and implementation of the EES platform and system in line with the Interoperability Regulation.	EES Central System will become operational.	Supporting the Member States in achieving smarter and more secure border management.	Costs, schedule and scope	Green	Project dashboard	PPU

2.2.1.16. *EES BMS / sBMS implementation (continuation from EES project 2019)*

MAIN ACTIONS OR TASKS:

This activity will focus on the delivery of the EES BMS related component, under the new Interoperability Regulation, so that the platform can be used as a shared biometric system by the Agency.

As part of the EES BMS (sBMS) procurement, eu-LISA will start the progressive provision of the new user software toolkit (USK), which will have to be integrated into the EES national systems and will replace the variety of non-standardised toolkits currently used within the scope of VIS and SIS.

PREVIOUS YEARS' ACHIEVEMENTS:

In 2019, the FWC for the EES core project was signed and entered in the finalisation of requirements phase. As for sBMS/EES BMS, a tender is ongoing (currently in Phase I), and Phase 2 will be concluded by signing the FWC in December.

In 2020, the development of the EES will progress (Jan-Sep 2020) in parallel with the finalisation of requirements for sBMS / EES BMS (Jan-April). Integration testing between systems will take place in Sep-Oct 2020.

VALUE ADDED:

The project is aimed at implementing the core business systems, according to the requirements of Regulation (EU) 2017/2226 of the European Parliament and of the Council establishing an Entry/Exit System (EES).

The establishment of an EU Entry/Exit System is considered necessary to address the following challenges:

- addressing border check delays and improving the quality of border checks for third country nationals;
- ensuring systematic and reliable identification of visa overstayers;
- reinforcing internal security and efforts to combat terrorism and serious crime.

MAIN CHALLENGES:

- interdependencies with other activities servicing the EES implementation, such as the existence of a common shared infrastructure (CSI), network upgrades and recast activities for the legacy systems (VIS);
- proper collaboration and cooperation with MS and relevant JHA agencies, as the national implementations have to be also synchronised;
- possible impact on the implementation of other initiatives or business-as-usual activities due to internal constraints on resources.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology for stakeholders	Design and implementation of the Shared BMS platform and system in line with the Interoperability Regulation.	EES BMS system entry into operation alongside the EES Central System within the legal deadline + sBMS platform made available as BMS migration platform for eu-LISA legacy systems (SIS, VIS and Eurodac) and future systems (ECRIS-TCN).	Supporting the MS and relevant JHA agencies in achieving smarter and more secure border management.	Costs, schedule and scope	Green	Project dashboard	PPU

2.2.1.17. *Implementation of ETIAS (continuation from 2019)*

MAIN ACTIONS OR TASKS:

This activity includes:

- setting up the technical infrastructure (cont. from 2020);

- technical and functional implementation;
- end-to-end functional, technical and security qualification;
- high-level definition of the business procedures and rehearsal;
- specification of the legal/operational reports.

PREVIOUS YEARS’ ACHIEVEMENTS:

The relevant legislation was adopted in September 2018. Implementing acts were approved in 2019 and 2020. The technical specifications were prepared in 2019 and 2020. The procurement started in 2019. New staff were recruited. The contracts for the transversal engineering framework were signed in 2020. This allowed the development of the ETIAS central system for eu-LISA to start. High-level design of ETIAS was also planned.


VALUE ADDED:

The Agency will fulfil its legal obligations and will provide the Member States, Frontex and Europol with a functional system in accordance with their business needs.

MAIN CHALLENGES:

- Member States may request phased development of the EES and ETIAS, instead of a parallel approach;
- proper cooperation with Frontex, as host of the ETIAS CU.
- a number of ETIAS components are expected to be shared with the EES. The introduction of dependencies between such large projects could introduce unexpected delays;
- the intended year for entry into operation is considered as very challenging and overly optimistic;
- the amount of human resources planned to be involved in the project could be insufficient.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology for stakeholders	Design, implementation and qualification of the central system, communication infrastructure. Adaptation of the security environment and measures to comply with new types of services. Interoperability with	ETIAS entry into operation within the expected deadline.	ETIAS is developed according to the covering regulation and provides the Member States with a new system aimed at assessing the risk prior to entry into the Schengen area of visa-exempt third country nationals.	Costs, schedule and scope	Green	Project dashboard	PSU



other central systems.
Preparation of
operations.

2.2.1.18. Implementation of the regulations on establishing a framework for interoperability between EU information systems

MAIN ACTIONS OR TASKS:

This one-portfolio (programme) activity includes the following work streams:

- CIR development on-going (as part of ETIAS) to end 2022, including development for articles 20/22 components;
- ESP development on-going (as part of ETIAS) to end 2023;
- sBMS development on-going (as part of the EES) (to end 2021) and be extended to include the other systems (as in the legal basis);
- MID development from 2021 Jan to end 2023;
- CRRS development (from 2020 to end of 2021).
- support for relevant JHA agencies for the implementation of ESP and sBMS, including ensuring the proper implementation of the biometric search functionality by the relevant agencies.

Each system (SIS/VIS/Eurodac/EES/ETIAS/ECRIS-TCN) will include references with regard to their adaptations for interoperability in their own projects, in line with the respective budget foreseen in the MFF.

VALUE ADDED:

- increased usability, enhanced access control and new capabilities for the systems;
- improved TCO of the systems;
- improved system search and identity management capabilities;
- improved capacity management, performance and scalability;
- reduced Total Cost of Ownership of the systems, better services for stakeholders.

MAIN CHALLENGES:

- late adoption of the Implementing and Delegated Acts and the ETIAS consequential amendments;
- multiple concurrent projects competing for resources (EES, ETIAS, ECRIS-TCN, etc.);
- coordination and alignment of the implementation of ESP with relevant JHA agencies;

- interdependent timelines between different projects (Interoperability and the EES, ETIAS, etc.).

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to the stakeholders	Specific Objectives: design, deliver, implement and operationally manage high quality technical components that enable interoperability between central large-scale IT systems thereby fulfilling all business needs mentioned above.	Develop and implement the European Search Portal – ESP (2020-2023). Develop and Implement the Common Identity Repository – CIR (2020-2022). Develop and Implement the Shared BMS – sBMS (2020-2023). Develop and Implement the MID (2021–2023). Develop and implement the CRRS, integrated with all the components foreseen by the interoperability regulation and CBSS (2019-2021).	ESP, CIR, sBMS, MID and CRRS fully implemented together with all interfaces to existing systems. Interfaces to future systems will be also taken into consideration.	Cost, schedule and scope	Green	Project dashboard	PSU

2.2.1.19. ECRIS-TCN implementation (continuation from 2019)

MAIN ACTIONS OR TASKS:

This activity includes:

- preparation, publication and management of the call for tender for the development and operations start-up of ECRIS-TCN;
- definition of end-to-end high-level and detailed designs;
- definition and implementation of ECRIS-TCN security policy;
- set up of the technical infrastructure;
- technical and functional implementation;
- end-to-end functional, technical and security qualification;

- definition, setup and test of the business processes and procedures with the stakeholders (Member States, Eurojust, Europol, European Public Prosecutor's Office);
- definition, setup and test of the legal/operational reports;
- setup and test of the operational processes, procedures and supporting tools;
- preparation and handover to operations.

PREVIOUS YEARS' ACHIEVEMENTS:

Preparation of the procurement, recruitment of the project team and support for the preparation of the implementing and delegated acts.

VALUE ADDED:

This centralised system will allow the Member State authorities to identify which other Member States hold criminal records on the TCN concerned so that they can then use the existing ECRIS system to address requests for conviction information only to these Member States.

MAIN CHALLENGES:

An external contractor will be responsible for the development of the Central System, which will be carried out in synchronisation with national systems implementation, under eu-LISA coordination. A critical success factor for a successful and timely delivery will be the establishment of a Project Management forum with national project managers chaired by eu-LISA, in order to anticipate and mitigate risks, to promptly manage common issues and to foster communication between projects.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to the Agency stakeholders	Design and implementation of the central system, communication infrastructure, national uniform infrastructure, and interoperability with other central systems.	ECRIS-TCN central system entry into operation within legal deadline.	Supporting the MS in achieving smarter and more secure border management	Costs, schedule and scope	Green	Project dashboard	PSU

2.2.1.20. Integration between ECRIS-TCN and the interoperability components (CIR, sBMS, CRRS)

MAIN ACTIONS OR TASKS:

ECRIS-TCN central system will be adapted and migrated to the interoperability components (CIR, sBMS and ESP).

VALUE ADDED:

The ECRIS-TCN data will be available on CIR and sBMS via the ESP.

MAIN CHALLENGES:

- the implementation of the project relies heavily on the timely adoption of the implementing acts and the provision of the necessary resources;
- it will depend on the implementation of CIR, sBMS and ESP.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Continuously increase the added value of systems, data and technology to the stakeholders	Design and implementation of the central system, communication infrastructure, national uniform infrastructure, and interoperability with other central systems.	ECRIS-TCN central system adapted for interoperability and entry into operation within legal deadline.	Supporting the MS in achieving smarter and more secure border management.	Costs, schedule and scope	Green	Project dashboard	PSU

Security and business continuity

2.2.1.21. Executing a study on the options for further enhancing the integration of advanced security monitoring and operations capabilities into the Operations Units and Security Unit

MAIN ACTIONS OR TASKS:

This is a multi-year project to integrate advanced security monitoring and operations capabilities for the large-scale systems into the Operations Unit and Security Unit. The scope of this project for the first year involves the execution of a study by a contractor to define the drivers and requirements for the implementation of specific processes, capabilities and tools. This activity should analyse the current situation, assess the range of potential target operating model options, provide recommendations and criteria for selecting the optimum target operating model, define the solution architecture and create a reference implementation plan. This project builds on the foundation developed by the security information and event monitoring system. The subsequent years will include the implementation of the optimum target operating model including the implementation of processes and technical solutions.

VALUE ADDED:

- it will significantly enhance the capability of the organisation to predict, protect against, detect, and respond to critical security incidents and targeted cyber-attacks;
- it will reduce the impact of security incidents through faster security incident and response rates.

MAIN CHALLENGES:

- availability of resources to support the execution of the study;
- prioritisation of work tasking;
- definition of the scope of requirements.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Strengthen information security capabilities related to the systems entrusted to the Agency	Integration of advanced security monitoring and operations capabilities into the Operations Unit and Security Unit.	For the first year: Study of the options for the integration of advanced security monitoring and operations capabilities into the Operations Unit and Security Unit, including: a Target Operating Model, Solution architecture, Reference implementation plan, Training implementation plan, Overview of inter-cooperation activities (e.g. ENISA etc.).	For the first year: the options for the integration of advanced security monitoring and operations capabilities into the Operations Unit and Security Unit to allow the decision-making on the optimum target operating model.	Costs, schedule and scope	Green	Project dashboard	SCU

2.2.1.22. *Implementation of CBS Identity and Access Management Service*

MAIN ACTIONS OR TASKS:

The scope of this project involves the specification, design, procurement, and implementation of the hardware and software necessary to deliver an Identity and Access Management system for automating and managing the access management lifecycle for eu-LISA administrators on the CBS. This system will be implemented on the common shared infrastructure.

VALUE ADDED:

- significant reduction in the time and resources required to provision and manage the user lifecycle in the CBS, especially with the expected growth in the eu-LISA user base for operational management;
- increased maturity of compliance with security objectives and requirements of the review and monitoring or user account provisioning and management.

MAIN CHALLENGES:

- Lack of resource allocation and prioritisation for internal resources.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Strengthen information security capabilities related to the systems entrusted to the Agency	Implement Identity and Access Management Service to automate ITSM access management workflows and advanced user threat and behavioural analytics. Enhance the management of the Access Management lifecycle for system users.	New Identity and Access Management system (hardware/software) within the Common Shared Infrastructure. Update of the Access Management Process. Automated Access Management workflows.	Increased compliance with regulatory framework. Improved maturity of cyber security profile. Enhanced Identification and detection of malicious or suspicious user actions. Better time and resource effective management of user accounts and user access.	Costs, schedule and scope	Green	Project dashboard	SCU

2.2.2. Activities within the scope of Strategic Goal 2

Operational management and evolutions of the existing systems

2.2.2.1. Integration of the asset management with configuration management (continuation from 2019 and 2020)

MAIN ACTIONS OR TASKS:

This activity includes data harmonisation and:

- identifying the reliable data sources for the processes as a basis for the integration;
- obtaining a single integrated view of the process, using best practices of both ITIL configuration management and asset management.

VALUE ADDED:

- efficient Total Cost of Ownership;
- extends tangible benefits to people in contracts, procurement and finance, thus alignment with cross-organisational people and processes;
- costs, benefits, service impact and risk mitigation benefits are highly leverageable across the systems.

MAIN CHALLENGES:

- process owners’ commitments;
- coordination between IT and process owners;
- following a project approach with milestones for process;
- possible security constraints.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Develop and maintain an efficient and effective governance and service model to achieve and maintain operational excellence	Establish processes that optimise the cost and the utilisation of each asset. Efficient Total Cost of Ownership	A system allowing a complete overview over Configuration Items with technical features, financial, licensing, procurement and request management. Data harmonisation between these 2 processes.	A single, centralised and relational repository for contract, financial, operational status of the IT components and assets.	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 unauthorised Changes detected automatically. Number of unauthorised changes identified as a result of audits performed using automatic configuration update software.	Percentage of assets and Configuration Items covered by the integration model 80%	Project documentation	IMU

2.2.3. Activities within the scope of Strategic Goal 3

Core business support activities (statutory reporting for systems, external technical training, technology research, etc.)

2.2.3.1. *Feasibility study and implementation of a biometric toolset*³²

MAIN ACTIONS OR TASKS:

This activity includes:

- a feasibility study on the usage of production data for testing purposes in compliance with applicable regulations including data protection legal framework. The study will look into how production could be used and obfuscated in such a way as being untraceable to the data originator;
- obtain and obfuscate said data for both Fingerprints and Facial Images;
- increasing eu-LISA's knowledge and know-how on biometric databases as they are the core of the identification tools we put in all our present and future systems;
- building tools to independently test biometric algorithms from our vendors;
- building and maintaining biometric databases that allow eu-LISA to perform accuracy testing, eventually providing them with test data;
- building a facial images database which eu-LISA lacks completely currently.

VALUE ADDED:

- building test databases ourselves mean they can be compliant with the exact requirements;
- eu-LISA can test search algorithms independently from BMS providers;
- increasing the Agency's knowledge of biometric search/databases will enable us to take the lead in some subjects;
- higher accuracy of systems under the Agency mandate;
- compliance with the legal acts of the systems and data protection legal framework;
- compliance with the Agency's establishing Regulation.

MAIN CHALLENGES:

- Other ambitious projects taking place at the same time.

³² Biometric toolset is a set of tools to test the accuracy of the BMS, provided by eu-LISA. The current biometric toolset is provided by the vendors.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target	Verification source(s)	Unit
Identify new solutions to facilitate optimisation of business processes	Achieve independence from the contractor and create own databases for the qualification of biometric matching systems (FP and FI).	Study report followed by (potential) implementation of biometric databases usable by eu-LISA for testing purposes.	The Agency will have the capacity to build tools to independently test biometric algorithms; perform accuracy testing and create a facial images database.	Costs, schedule and scope	Green	Project dashboard	TTU

2.2.4. Activities within the scope of Strategic Goal 4

Corporate governance (Centre of Excellence, governance, planning and corporate statutory reporting, quality management, internal audit, etc.)

2.2.4.1. Continual service improvement services and process reviews (continuation)

MAIN ACTIONS OR TASKS:

Every 2 years, reviews of the eu-LISA services and process model are carried out, using pre-defined templates and procedures, as part of the Continual Service Improvement policy document. The service model is based on the eu-LISA Service catalogue; the process model covers all the ITSM processes in place. As an additional potential outcome, the needed improvements to the tools will be defined and implemented.

VALUE ADDED:

- more efficient and effective processes will be in place, increasing significantly eu-LISA's operational performance and meeting all stakeholder expectations;
- minimising the risks, related to the service measurement, guaranteeing a pragmatic and realistic approach for service measurement and reporting;
- improvements needed for the tools will be defined and implemented.

MAIN CHALLENGES:

- lack of sufficient internal resources for the commitments and contributions;
- lack of external contractors for project management and for tool improvements.

Strategic objective	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)	Unit
Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholder needs	To review and update the ITSM processes and the services provided by eu-LISA.	Up-to-date process and service model of eu-LISA, addressing the new systems' requirements, new services' demand and the improvements to respective tools.	Continual Service Improvement validation of the existing ITSM processes as well as the provided services in order to serve better eu-LISA internal and external stakeholders.	Continual Service Improvement KPIs for the processes	Target values are part of the eu-LISA Continual Service Improvement policy document.	Quarterly reporting on the KPIs for the processes	SOU

2.3. Horizontal activities

This section covers all crosscutting organisational activities that are performed on a daily basis and projects to support the execution of the Agency's core operational business. The activities include annual planning and reporting exercises, management of relations with external stakeholders such as the Member States, the Commission or other agencies and bodies, the external and internal communication efforts or corporate risk management and implementation of the internal control standards. They cover budgetary, procurement and financial management, as well as recruitment, staff learning and development, personnel administration and payroll. The internal audit and the data protection business-as-usual activities are part of this section and it covers information on the day-to-day security activities related to physical and information security.

2.3.1. Corporate governance and capabilities building

MAIN ACTIONS OR TASKS:

This activity includes:

- corporate planning and reporting;
- providing governance and compliance management capabilities;
- expanding the Agency's capacity in the area of strategic management;
- implementation of an enterprise quality management exercise;
- drafting reports on the technical functioning and aggregating statistics;
- contributing as an observer to Schengen evaluations in the areas of SIS/SIRENE and Common Visa Policy (including VIS) and ensuring better use of SIS and VIS by the Member States;
- executing an annual research and technology monitoring roadmap;
- integrating research findings into internal projects;

- implementing the Training plan for the provision of training to the MS and relevant EU agencies on the technical use of the IT systems managed by the Agency.

VALUE ADDED:

- the Agency will fulfil its legal obligations and, at the same time, manage its work in a predictable and structured way and perform in accordance with the needs of its stakeholders. eu-LISA stakeholders receive timely and sufficient information on the execution of the Agency's activities and the achievement of objectives. The management and stakeholders of eu-LISA will be able to take strategic and operational decisions based on objectively verifiable data;
- the appliance and monitoring of internal control standards managed by eu-LISA contributes to facilitating good governance of the Agency;
- strengthened strategic management capacity to further improve the performance of the Agency;
- EU Member States use the systems under the management of eu-LISA following the best support practices for the correct implementation of the Schengen acquis in the areas of SIS/SIRENE and Common Visa Policy;
- raised awareness among stakeholders of technologies of relevance, enabling improved decision-making and enhanced capacity and capabilities to work with Agency experts on new and on-going projects;
- enhanced view of the Agency as a centre of knowledge and hub for high-quality information exchange;
- technical knowledge of the MS on the systems is increased resulting in better performance at national level. The MS receive tailored training on the technical use of the systems.

MAIN CHALLENGES:

- to assure timely delivery of information in the desired quality and quantity;
- lack of available tools and material resources to carry out some monitoring tasks (e.g. dedicated publication monitoring tools, access to academic journals of relevance);
- ensuring that library materials of relevance are available at the disparate sites of the Agency, mitigated where possible through the purchase of online resources;
- availability of eu-LISA staff to provide training, as well as contractors to prepare and deliver specific training;
- multiple parallel projects involving new system developments place excessive time demands on the Member States' experts dealing with eu-LISA systems, meaning that they have limited time to participate in relevant training courses. This would result in a gradual decrease in competences at the Member States' level.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
GCU	To fulfil the planning requirements of eu-LISA's Establishing Regulation and the Framework Financial Regulation. To provide information to the MB on the execution of the activities, the achievement of	Draft SPD 2022–2024 adopted by the MB. Final SPD 2022–2024 adopted by the MB and published. SPD 2023–2025 drafted and submitted for discussions to the AGs and MB. CAAR 2020 adopted by the MB	eu-LISA provides its stakeholders with sufficient information on the planning and execution of the tasks entrusted to the Agency and its performance, thus ensuring a high level of confidence and fulfilling the legal	Documents and reports adopted and published in accordance with the legal requirements.	Draft SPD 2022-2024 adopted before 31 January 2021. SPD 2022-2024 adopted before 30 November 2021. CAAR 2020 adopted and published before 1 July 2021. Interim Report 2021 adopted before end of August 2021.	Letters of submission the documents to the stakeholders. Decisions of the Management Board. Publication on the Agency's website.

	the annual objectives and performance in key areas.	and published. Interim report 2021 adopted by the MB and shared with stakeholders.	requirements.			
	To ensure good governance by implementing and monitoring the Internal Control Framework and total quality management.	ICF is implemented, monitored and assessed. The internal control register is updated and implemented. Corporate risks are identified and CAF is implemented.	The Agency applies elements of good governance in its compliance management practices.	The overall assessment of the effectiveness of eu-LISA ICF is conducted in the context of the CAAR 2021.	Conclusions of the overall assessment are positive.	CAAR 2021
	To enhance, improve and modernise the Agency's strategic governance capabilities.	Agency's staff trained on enhanced strategic corporate management. New tools implemented. Improved practices.	The Agency will have up-to-date strategic management capabilities to better serve its stakeholders and to support its governance bodies.	Project implementation indicators.	Project completed within tolerances' levels.	Project end report
	To provide information and awareness on the technical functioning of the systems and their usage, fulfilling legal requirements from the Establishing Regulation and Regulations of the specific systems.	Reports on the technical functioning of the systems (Eurodac annual report, SIS), annual statistics (SIS, Eurodac, EES) and list of authorities (update of the list of competent authorities for SIS, list of N.SIS offices and national SIRENE bureaux, list of authorities for Eurodac, list of authorities for EES) submitted to the EU institutions or published on the OJ of the EU.	Fulfilment of all reporting obligations in accordance with the Agency's and systems legal instruments.	Timely submission and publication of the reports.	All reports submitted.	Letters of submission of the relevant reports; publication on the OJ of the EU or on the Agency's website.
	Ensure sound implementation of the Schengen acquis in the area of SIS/SIRENE and Common Visa Policy by the evaluated Member States and ensure better use of SIS and VIS.	Participation in Schengen evaluation missions in SIS/SIRENE and Common Visa Policy (including VIS) areas as an observer and contribution to evaluation reports of EU Member States.	EU Member States apply implement the Schengen acquis in the areas of SIS/SIRENE and Common Visa Policy and ensure better use of SIS and VIS.	eu-LISA staff participation in evaluation missions when required and contribution to evaluation reports.	Successful participation and contribution.	Bi-annual implementation reports and annual activity report of eu-LISA.
	To monitor relevant technologies and communicate findings to stakeholders.	Research reports published online. Organisation of industry events and contribution to the eu-LISA annual conference 2021. Provision of ad hoc advice to COM/MS.	Dissemination of knowledge and provision of ad hoc advice boosts stakeholder awareness on technical matters, leading to improved collaborative possibilities. The Agency's profile as a centre of knowledge is raised	Number of research reports prepared and published on eu-LISA website. Number of delegates at the Agency's two industry events and annual conference.	Publication of at least two reports in 2021. More than 50 delegates participate in the industry events and more than 120 in the annual conference.	eu-LISA's public website, Events' reports.

	To enhance internal knowledge of recent technological developments of relevance, to make research material easily available and to thereby ensure that the best available technology, subject to cost-benefit analysis, is used.	Short focus reports on research and novel technologies for management, input to projects based on technology monitoring, a well-stocked library with comprehensive, up-to-date and relevant materials is available to support internal work.	and its image boosted. Advance planning for systems evolution is undertaken with full knowledge of trends and likely future possibilities, enabling more efficiency.	Number of briefs submitted to the management and operations teams upon request. Amount of engagement with system AGs to refine priorities and feedback into system evolution work.	At least 4 technology briefs are submitted. Each system AG is engaged at least once annually through a presentation at the AG meetings.	Internal newsletters Advisory Group meeting minutes.
	To enhance the knowledge of the Member States on the technical functioning and use of the systems.	A responsive and tailored systems training programme is in place and meets in full the needs of stakeholders.	Member States users are trained on the functioning of the systems.	Satisfaction rate of the training sessions participants.	The satisfaction rate is measured with marks from 1 (highly unsuccessful) to 5 (highly successful).	Evaluation forms filled in by training sessions participants.

2.3.2. *Executive support and stakeholders' relations*

MAIN ACTIONS OR TASKS:

This activity includes:

- timely administrative support for the Management Board;
- timely administrative support for the Advisory Groups;
- implementation of the External Communication and Information Action Plan;
- implementation of eu-LISA's Internal Communication Action Plan;
- policy monitoring, coordination and development to represent eu-LISA at the EU Institutions, agencies and other fora; stakeholder management in the JHA area within the mandate of eu-LISA, and acting as a facilitator between the technical and legal communities.

VALUE ADDED:

- support the execution and implementation of the requirements of the Establishing Regulation. Maintain a positive image of the Agency;
- the Agency will fulfil its legal obligations and at the same time keep the public informed;
- the Agency will maintain and foster its positive image as a transparent EU Body, accountable to the public;
- the internal communication actions will facilitate the strengthening of the Agency's corporate culture as a modern and well-functioning organisation;
- ensuring that eu-LISA is a trusted and valuable partner to all of its stakeholders, thus promoting and maintaining the positive image of eu-LISA; raising awareness in eu-LISA of the JHA area, trends and priorities; acting as a facilitator between the legislature and the operational levels.

MAIN CHALLENGES:

- to assure timely delivery of the needed input;
- time-sensitive information does not reach target audiences in a case of urgency and crisis due to the missing full-time function of a web-master/online information assistant, relevant to business continuity in the area of online communication;
- the technology-based information channels are not managed and new online communication products not developed in a sustainable way due to the missing function of a full-time digital and offline communication assistant;
- lack of mandated statutory staff at the technical site of the Agency to provide for business continuity, perform internal reputation-management tasks and undertake rapid reaction in case of urgencies or crisis;
- limitations on incident management during a potential crisis, requiring the implementation of crisis communication targeted to internal stakeholders, which is one of the core elements of crisis management.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
ESU	Effective support for the operations of the Management Board.	Administrative and logistic support for the Management Board is maintained at a high level.	The Management Board is sufficiently supported to perform its duties effectively.	Meetings delivered as planned. Stakeholder overall satisfaction rate as measured in satisfaction survey.	Meetings organised as required. Overall satisfaction higher than 60% with regard to the organisational and secretarial support provided.	MB minutes. Customer satisfaction survey.
	Effective support for the operations of the Advisory Groups.	Administrative and logistic support for the Advisory Groups is maintained at a high level.	The Advisory Groups are sufficiently supported to perform their duties effectively.	Meetings delivered as planned. Stakeholder overall satisfaction rate as measured in satisfaction survey.	Meetings organised as required. Overall satisfaction higher than 60% with regard to the organisational and secretarial support provided.	AG minutes. Customer satisfaction survey.
	To provide updated information, increase awareness and rapidly give objective, reliable and easily understandable information to the public and stakeholders.	External communication and information tasks are performed in line with the legal requirements and quality standards set for EU Institutions and Bodies and according to the principles of the eu-LISA Communication and Information Strategy.	Better knowledge and improved awareness of the primary stakeholders on the role and tasks of the Agency in providing added value for the benefit of the citizens.	Ensure that content production follows the approved editorial workflow and quality standards, print and online production requirements are met by the contractors and performance is in compliance with the quarterly milestones of the 2021 Annual External Communication Action Plan. The eu-LISA web-based visibility and engagement-level are regularly measured	All mandatory corporate publications and general public information materials are published as foreseen in the 2021 External Communication and Information Action Plan in line with the EU institutional standards and linguistic requirements. 100% of the information requests submitted via the website are answered in line with the European	eu-LISA public website, Web-analytics, Interim report, CAAR.

			through web-analytics and social media monitoring tools. The satisfaction rate of the participants with event management is measured through evaluation sheets. KPI 29: eu-LISA web-based visibility.	Ombudsman guidelines. Web-analytics show positive evolution compared to the 2020 overall data. The satisfaction rate of the participants with event - management is higher than in 2020. 100% of media enquiries are responded to in line with EU requirements and standards.	
To improve intra-agency information and knowledge sharing, and contribute to employee engagement.	All the activities of the annual Internal Communication Action Plan are fully implemented.	The staff at all the sites of the Agency are informed and engaged on the corporate level allowing them to make informed decisions regarding their professional tasks and have access to internal communication tools for information sharing and feedback.	Compliance of the Annual Internal Communication Action Plan with the milestones and time-schedule.	Annual Internal Communication Action Plan is implemented according to the milestones and defined deadlines.	Evaluation sheets and direct feedback. Annual Staff Satisfaction Survey on Internal Communication. Interim report CAAR.
Comprehensive policy monitoring and analysis and preparation of the positions of eu-LISA, ensuring that eu-LISA's expertise is used fully.	Briefing notes, position papers, speeches and analyses in areas of eu-LISA's competence.	In-depth and high-quality policy analysis, coordination and development to implement the objectives set by the legislator to eu-LISA.	Quality and timeliness of the policy documents.	High quality, delivered ahead of deadline(s).	Management feedback
High quality stakeholder relations and coordination with the Member States, EU bodies, international organisations, industry and academia.	Representing eu-LISA at meetings. Implementing Working Arrangements and Cooperation Plans with EU bodies.	Systematic and well-functioning cooperation with partners highlighting and making best use of the added value of eu-LISA.	Quality and timeliness of the contributions.	High quality, delivered ahead of deadline(s).	Management feedback.

2.3.3. *Financial management, procurement and accounting*

MAIN ACTIONS OR TASKS:

This activity includes:

- execution of the Procurement and Acquisition Plan;
- timely delivery of services related to budgetary, asset and financial management;
- maintaining the accounts of the Agency;

- internal control, procedures, and audits related to finances and procurement.

VALUE ADDED:

- maintaining and facilitating the operation of the Agency by ensuring acquisitions in accordance with sound financial management;
- supporting the smooth execution of the Agency's operational and corporate objectives;
- coherent and credible reporting and presentation of the Agency's financial situation;
- compliance with sound financial management;
- properly implemented payments and timely recovery of established receivable amounts;
- providing legal prerequisites for discharge procedures;
- meeting the statutory requirements mandatory for an EU body.

MAIN CHALLENGES:

- planning and scheduling;
- legal risks (court cases);
- adequacy of the planning quality and internal control;
- expanding business results and increasing complexity of financial transactions to control and report on;
- failure of internal controls may result in unjustified expenditure, fraud, or denial of a discharge by the budgetary authority.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
FPU / AO	To support the Agency's core and corporate activities by providing procurement and acquisition on time.	High quality and timely procurement services in support of the Agency are provided throughout the year.	The Agency's acquisition needs are addressed in compliance with the statutory obligations and within the budgetary framework.	Corporate KPIs: KPI No 17: Efficiency of the procurement process. KPI No 18: Acquisition management: % of procurement projects on schedule.	KPI No 17: The target level of this KPI is defined below 25 %. KPI No 18: The target level of this KPI is defined at >60%	KPI No 17: procurement procedure statistics. KPI No 18: procurement procedure statistics.
	To ensure sound financial management and capabilities for precise budget planning, monitoring and execution in support of the Agency's operations.	High quality internal budgetary, asset and financial services are provided, to ensure the achievement of operational and corporate objectives. Processes are continuously revised to improve efficiency and effectiveness, wherever	The Agency's budgetary, asset and financial services are managed in compliance with statutory obligations.	Corporate KPIs: KPI No 10: Cancellation rate of payment appropriations. KPI No 11: Rate (%) of budgetary commitments. KPI No 12: Rate (%) of payment implementation. KPI No 15: Amount (%) of payments completed within	KPI No 10: The target level of this KPI is defined at <5%. KPI No 11: The target level of this KPI is defined between 95% to 99%. KPI No 12: The target level of this KPI is defined at >95%. KPI No 15: The target level of this KPI is defined at > 90%.	ABAC Data warehouse. CAAR 2021

	possible through dematerialisation.		the statutory deadlines. No major disruption of services attributable to internal organisational issues.		
To ensure proper presentation of the Agency's financial position, safeguard the Agency's assets, and timely recovery of amounts due.	Provisional and final individual and consolidated annual accounts.	Presenting the annual accounts so that they represent fairly and transparently the financial position of the Agency, and facilitating the discharge procedure.	Timely delivery of provisional, consolidated, final accounts to the Budgetary Authority and ECA.	Reporting deadlines set by the Financial regulation and the Accounting officer of the Commission.	Registered date of submission of annual accounts.
To ensure that the activities in the financial and procurement management area are compliant with the applicable standards, and are documented, revised and updated.	Procedures and controls are developed and revised. internal and external audits in the financial and procurement area are performed.	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.	A comprehensive and coherent set of procedures cover the main business processes in the financial and procurement area.	80% of procedures listed in the Unit annual work plan are fully and successfully executed .	Unit annual work plan

2.3.4. *Human resources management*

MAIN ACTIONS OR TASKS:

This activity includes:

- consolidation of the Agency following change, growth and transformation with a focus on capabilities development;
- further development of the learning culture, developing HR function towards business partnership and strengthening staff development and retention;
- training for eu-LISA staff on operations (technical training to staff) and knowledge management.

VALUE ADDED:

- eu-LISA will improve the effectiveness of the HRM processes, as well as the organisational structures with respect to an evolving environment;
- eu-LISA will fulfil its legal and financial obligations towards staff, and will comply with the provisions of the Staff Regulations and CEOS, the Implementing Rules and other rules governing Human resources management at eu-LISA;
- eu-LISA's operational staff will be able to better perform and offer better services to the Agency's stakeholders;
- continuously increase the added value of systems, data and technology to the stakeholders;
- be a trusted advisor and a technical enabler to the stakeholders on matters within the mandate of the Agency;
- develop and maintain a positive image towards its internal and external stakeholders;

- continue to be an attractive employer, retain and continuously develop staff.

MAIN CHALLENGES:

- ensuring the availability of staff in the HRU with the respective knowledge and knowledge transfer in case of HR staff turnover;
- ensuring timely reporting in the respective areas of HR and accuracy of records is preserved, human errors are limited to a minimum in case of staff turnover. Implementation of this activity and its success depends on the timely implementation of the activities planned in 2020;
- ensuring that the organisational structure assures the necessary resources;
- insufficient human resources available to implement the Knowledge Management Policy and to absorb changes coming from reorganisation (e.g. technical training was owned by Application Managers; this will change with the new organisational structure);
- existing staff members not passing the certification process that is to be introduced and needed to access the systems.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
HRU	To plan the resources of the Agency to meet the strategic goals and objectives of eu-LISA and to fulfil the requirements of the Staff Regulations and CEOS. To integrate Competency Framework into all HR areas to ensure staff capabilities development.	Staff entitlements, execution of payroll and other payments, contract renewal, onboarding programme and Competency Framework implemented in a timely manner. Implementing Rules adopted. Additional staff recruited in line with 2021 recruitment plan.	The Agency's organisational structure will reflect development and accommodate continued growth. eu-LISA will fulfil its obligations towards staff in accordance with the regulatory framework. New staff integrated in the organisation.	Corporate KPIs: KPI 13: Ratio (%) of administrative resources and ratio (%) of operational resources compared to all human resources within the Agency (staff and SNE). KPI 24: Absenteeism rate (%) within reporting period. KPI 25: Annual Percentage (%) of the staff turnover.	KPI 13: at 20% of administrative posts and 70% of operational posts. KPI 24: The target level of this KPI is defined at: • Metric no. 1 < 15 days per staff • Metric no. 2 < 10% • Metric no. 3 > 15%, KPI 25: ≤ 5% for the whole Agency.	SMART reports. The relevant MB or ED decisions. CAAR 2021.
	HR function responds to business needs. Improve HR services. More efficient administration and reporting. Improve the performance through physical environment. eu-LISA Leadership to endorse and empower a learning culture by setting a role model.	Proposal doc. on HR business partnership developed. Further implementation of CAF model. Further development of the HR IT tools. Informal learning activities and further enhanced by creating office space to support learning culture.	eu-LISA staff take a more active role in sharing their knowledge, providing constructive feedback to colleagues and openly discussing mistakes and achievements.	Number of informal learning activities taken place. Staff Engagement survey results increased. Roadmap followed for IT tools. Corporate KPIs: KPI 27: Talent retention index. KPI 28: Staff engagement level.	20 informal learning activities taken place. Staff Engagement survey results increased. IT tools. KPI 27: positive figure. KPI 28: ≥ 63%.	SMART reports. Single Programming Document. CAAR 2021.
	Respond to technical training needs.	Courses and applications provided to staff. Create training lab. Implementation of the	eu-LISA's staff will be able to better perform. eu-LISA will be acknowledged as a hub of expertise and	Number of training activities organised. General satisfaction level. Increase awareness about	50 training activities organised. Satisfaction level above 85%. At least 2 awareness sessions organised.	SMART reports. iLearn statistics. CAAR 2021.

<p>Grow as a hub of knowledge and maintain operational excellence. Identify new solutions to optimise business processes. Ensure that knowledge is captured. Organise activities after analysis.</p>	<p>Knowledge Management Policy. Technical onboarding. Creation of certification process prior access to core systems.</p>	<p>knowledge.</p>	<p>Knowledge Management Database. 100% of newcomers have followed the technical onboarding programme. Number of staff passing the certification process.</p>	<p>100% of newcomers followed a technical onboarding programme within 3 months of arrival. 100% of technical staff (with hands-on systems) to pass the certification process.</p>	
--	---	-------------------	--	---	--

2.3.5. *Data protection*

MAIN ACTIONS OR TASKS:

This activity includes:

- continuing with the process of implementation of Data Protection principles derived from EU Regulation 2018/1725;
- drafting the Annual Work Report 2021 and reporting the intermediate status on DP compliance to MB;
- increasing Data Protection Awareness;
- performing the Annual Data Protection survey.

VALUE ADDED:

- regulatory compliance with the DP legal framework that is applicable to eu-LISA;
- information on DP is provided to the relevant stakeholders;
- staff commitment to DP is expected to reach a high level;
- improving data protection compliance and identified possible risky practices on data protection issues.

MAIN CHALLENGES:

- compliance with the EU DPR Regulation is achieved by the principle of accountability, and non-compliance with that principle could lead to the Agency being fined directly by the EDPS;
- new system development will increase the work of the DPO, which may lead to some of the DPO tasks having to be reprioritised.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
DPO	Alignment and enforcement of the new Regulation on processing personal data applicable to the Community institutions and bodies.	Continuous implementation of the decision from the eu-LISA Management Board on the implementing rules relating to processing personal data in eu-LISA.	Compliance of the internal rules with the applicable legal framework is ensured.	Number of sessions carried out on data protection and personal data breaches.	Minimum of 15 general information notifications communicated to the whole staff during the year, making use of internal communication tools.	DPO Annual Work Report; Internal newsletters
	The public, MB and EDPS are informed about the level of DP compliance through publication on the Agency website of the Annual Work Report 2021; ongoing updating of the staff on applicable DP principles.	Annual Work Report 2021 submitted for approval to the eu-LISA's MB. Intermediate status report on DP. Increased/maintenance understanding of the staff on data protection concepts and rights.	MB is informed about the level of DP compliance. Staff complies with data protection requirements.	Report adopted and published in accordance with the legal requirements. Number of DP general awareness notifications disseminated via internal communication tools. At least two awareness sessions delivered to all staff during the year.	Annual Work Report 2021 adopted and published by the set deadline. Two awareness sessions delivered and attended by at least 25 persons per site.	DPO Annual Work Report. Attendance list from HR
	Audit of data protection compliance in a specific unit of eu-LISA.	Report on the outcomes/findings and recommendations to be presented to the Executive Director of eu-LISA.	Recommendations on data protection compliance to be implemented to increase the data protection compliance of the Agency.	Report presented to the eu-LISA Executive Director.	Survey carried out in a timely manner, within a maximum of 5 months.	Data Protection Report

2.3.6. Corporate services

MAIN ACTIONS OR TASKS:

The elements of corporate services include end-user computing, maintenance of corporate IT data centre, maintenance of corporate IT network, corporate IT application development and maintenance, mobile phones, landline and IP telephony, facility management, logistic services and warehouse services, office supply, mission management and document management.

This activity includes:

- providing legal advice to eu-LISA³³;

³³ The Legal Officer is in the Corporate Services Department in the Agency structure.

- administration and maintenance of corporate IT networks and communications;
- administration and maintenance of corporate IT systems and storage;
- administration and maintenance of corporate IT applications;
- logistics and office supplies services;
- management and support of missions' services;
- provision of end-users with it support (service-desk);
- procurement of corporate ICT equipment, infrastructure and services;
- management of document / records / archives services;
- ITIL implementation in corporate IT services;
- creation of a new eu-LISA website
- facility operations and services;
- implementation of a document management system for eu-LISA;
- corporate IT infrastructure and applications migration to cloud.

VALUE ADDED:

- mitigation of risks of negative feedback and court cases;
- better network platform integration, enhanced business continuity and disaster recovery, better security, better network services;
- the corporate IT systems and storage will remain productive and cost-effective;
- the corporate IT applications will remain productive and cost-effective;
- better level of sustainable well-being for staff with adequate working conditions;
- smooth transition of the IT and non-IT business services in relation to missions;
- increased end-user satisfaction, improved communications, and enhanced efficiency enabling Agency-wide productivity;
- better spend visibility, operational performance, increased data accuracy, value delivery;
- improvements in data quality, information management, process efficiency, security, and organisational agility;
- by implementing the ITIL framework, the Agency will be able to cut down on costs towards corporate IT services and the corporate IT sector will get streamlined;
- better level of sustainable well-being for staff with adequate working conditions in accordance with relevant standards and policies in the area of facilities and health and safety;
- standardised practices;
- increased document control;
- access permissions;

- records storage facility;
- disaster recovery, ease of management, and archival;
- ROI is easier to forecast, with minimal implementation costs;
- the solution is scalable, enabling both online and geographic expansion;
- reduction in infrastructure overhead;
- increasing reliability and availability;
- ability for turnaround changes quicker.

MAIN CHALLENGES:

- limited resources for providing legal advice according to the needs and expected deadlines;
- the availability of required technical knowledge to operate and continually improve the corporate IT networks and communications;
- security vs usability. The more secure the layout, the more the burdens on the network flows;
- the availability of required technical knowledge to operate and continually improve the corporate IT systems and storage;
- performing effective business continuity without staff presence on both sites for standby support and physical intervention for prompt incident handling;
- the availability of required technical knowledge to operate and continually improve the corporate applications;
- dependency on external contractors, lack of staff contingency and lack of human resources in the Missions portfolio;
- dependency on external process owner and contractors/service providers and human resources;
- the project relies heavily on sufficient and timely decision-making on the necessary business and legal aspects, as well as resource availability. Also, the project relies heavily on the cooperation between different stakeholders, project management team efficiencies, quality of technical design and construction;
- security requirements and policies;
- data protection requirements and policies.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
CSD/ CSU	Support the compliance of eu-LISA with applicable regulations.	Legal advice and opinions for internal and external stakeholders and representation of eu-LISA in EU or national courts if needed.	Compliance by eu-LISA with applicable regulations.	Provision of legal advice and opinions.	Timely provision of legal advice and opinions.	Legal opinions
	Provide the Agency with a flexible, reliable and integrated network and communication	Administration and corrective, preventive, adaptive and evolutive maintenance of corporate IT networks and	Capability to administer and maintain the networks and communications in order to correct faults; improve	Availability of services	90%	Monitoring logs

PUBLIC

	infrastructure for corporate use.	communications.	performance and availability; and adapt them to a changed environment or changed requirements.			
	Keeping corporate IT systems and storage continuously in tune with the requirements of users, data-processing operations, associated functions, and demands from internal and external stakeholders.	Administration and corrective, preventive, adaptive and evolutive maintenance of corporate IT systems and storage.	Maintenance of the systems and storage to correct faults; improve performance and availability; and adapt the systems and storage to a changed environment or changed requirements.	Agreed service level	Timely delivery of the service and related support.	End-user survey
	Maintain and support quality corporate applications that enhance the organisation's business processes.	Administration and corrective, preventive, evolutive and adaptive maintenance of corporate IT applications.	Modification of the applications to correct faults; improve performance; and adapt applications to a changed environment or changed requirements.	Agreed service level	Timely delivery of the service and related support; 90% uptime of the related application.	End-user survey. Availability statistics of the applications.
	To provide services in the area of logistics and supply management in Tallinn, Strasbourg and Brussels.	All agency sites provide high quality logistics and supply services.	Improved working conditions for staff and effective use of the facilities in all agency locations.	Agreed service level	Timely delivery of the service and related support.	Closure, acceptance of the scope and payments of the Specific Contracts with partners.
	Organisational operations for the enhancement of the effectiveness of the mission portfolio including the establishment of a mission tool.	Organisational operations for the enhancement of the effectiveness of the mission portfolio.	Efficient and effective management of missions covering staff in all locations and external experts.	Number of accomplished missions, with mission requests submitted on time via mission tool.	Performance indicator percentage(s).	In-house statistics from the Administrative Assistant for Missions.
	Receive and process service requests from assisting users, coordinating incident resolution and providing a first line of IT support.	Fast, high-quality IT support whenever technology is not working properly.	End-users satisfaction increased connectivity, improved communication, and enhanced efficiency benefitting Agency-wide productivity.	End-user satisfaction	90%	End-user survey
	Provide corporate ICT software, hardware, equipment, services and licenses enhancing Agency-wide productivity.	Provide the required corporate IT hardware, software and systems and achieve project procurement best practices.	Purchase of all necessary corporate ICT software, hardware, equipment, services and licences to support corporate IT applications, systems, networks and communication, and end-users.	Agreed service level	Timely delivery of the service.	End-user survey

Managing data as a critical asset for the Agency operations and managing the total costs of ownership for strategic information management initiatives.	Understanding information management – from input, classification and actual management (business process management, record management, content management, collaboration etc.) to storage and output of information.	A holistic information management approach, from Enterprise Content Management to data and archives management.	Agreed service level	Timely delivery of the service and related support.	End-user survey
Improve efficiency and achieve predictable service delivery.	Standardised selection, planning, delivery and maintenance of corporate IT services within the Agency.	Providing end-users with proper services, ensuring the business benefits by providing these services and utilising the lifecycle from start to finish to track the service every step of the way.	Adherence to the agreed project scope, budget and time.	ITIL processes and tools are implemented and used in Corporate IT.	Project reports
To provide services in the area of facility management in all Agency locations.	Necessary undertakings to preserve effective services at all Agency locations as regards Facilities management.	Improved working conditions for staff and ability to effectively use the premises of all Agency sites.	Conformity to applicable standards.	Timely delivery of the service and related support.	Closure, acceptance of the scope and payments of the Specific Contracts established with partners.
Provide eu-LISA a modern website according the current trends and best practices from a design and functionality point of view.	Standardise and align the new Website with the future ETIAS and EES related websites and increase awareness for the Agency.	Provide eu-LISA a modern website according the current trends and best practices from a design and functionality point of view.	The project is delivered within the agreed scope, budget and timeframe.	Green	Project reports
Provide eu-LISA with the functionality to handle documents in a way that enables them to be created, shared, organised, stored and retrieved efficiently and effectively, in compliance with standards and policies.	Central repository for Documents within eu-LISA; Defined/Agreed Documents Retention Policy. Documents and Access Permission Management processes. Documents Version, Authentication and Classification Control. Access Level Permissions defined and in place.	A documents management system and related policies are in place and are used by the Agency staff. Security and safety of documents, preventing unauthorised access to documents and allowing recovery from physical damage or loss of documents.	Documents and Records Management system are available to the Agency.	The project is delivered within the agreed scope, budget and timeframe.	Project reports
Reduce Corporate IT operational costs. Increase effectiveness of IT processes. Reduce turnaround times for implementing changes.	Corporate IT infrastructure hosted in DIGIT's cloud. Corporate Applications hosted in DIGIT's cloud.	IT Operational costs' savings; Streamlined IT processes; Defined Resource Usage consumption. Increased scalability and reliability.	Corporate IT Infrastructure successfully migrated to the Cloud. All Applications successfully migrated to the Cloud.	The project is delivered within the agreed scope, budget and timeframe.	Project reports

Keep up-to-date with technology advances.

2.3.7. *Second extension of eu-LISA operational premises in Strasbourg*

MAIN ACTIONS OR TASKS:

After an in-depth discussion in November 2017, the Management Board of eu-LISA acknowledged the need for a further extension of its office space and the need for datacentre expansion in the operational site in Strasbourg³⁴.

The drivers for this further extension are as follows:

- the extended mandate of eu-LISA for the new systems entrusted to the Agency and new services to become available to the Member States will require more data centre capacity than exists today or could have been foreseen in 2015 when the first building project was designed;
- the existing systems managed by the Agency are already undergoing – or will undergo –substantial evolutions.;
- the significant increase in staff (both internal and external) for the new systems and tasks assigned to the Agency. Best estimates indicate that eu-LISA will require up to 443 – 463 working spaces at the technical site in Strasbourg.

The project will require an analysis of the current situation as compared to the planned configuration and capacity for eu-LISA, taking into account its current business requirements and updated extended mandate. The project will then design and implement the necessary changes/construction work to extend the present facilities.

The Agency submitted the estimated budgetary resources needed for this project in the MFF proposal communicated to DG HOME on 5 April 2018. Based on the experience of the first extension project, the Agency would require a number of additional temporary posts in the establishment plan to carry out the project management and ensure compliance with legal obligations imposed by French law on the contracting authority.

Taking into account the mandatory administrative deadlines and regulatory framework of the Agency, and applying a critical path approach to this project's anticipated timeline, the key planning dates are those indicated below. Commencing the project would affect the 2021 budget, as described in the provisional timeline below. The key steps of the project are set out in Annex V Buildings.

PREVIOUS YEARS' ACHIEVEMENTS:

Intake Phase Q4 2017 – Q3 2019:

³⁴ MB Decision 2017-185 point 10

- feasibility study;
- analysis of current operating model vs target operating model (gap analysis, requirements definition);
- draft project plan.

Initiation / Planning Phase Q4 2019 – Q3 2021

- project governance;
- service agreement with the French State;
- programmer’s service contract and activities;
- preliminary studies.

Design / Execution (Build Phase) Q3 2021 – Q2 2026

VALUE ADDED:

- the Agency is able to accommodate growth and support a scalable business model by providing sufficient space to host systems and operational resources;
- the data centre and active-active data solution will reinforce existing high security standards;
- staff working conditions will also be enhanced further, thus supporting the well-being of staff within the eu-LISA environment.

MAIN CHALLENGES:

Moore’s law and advances in technology might win the day and render the new data centre obsolete by the time construction is completed. Local energy companies may not be able to provide the electrical power needed for the extension. The extension cost is an estimate based on information currently available. The actual cost depends on the detailed design, market conditions at the time of the tender, etc. There is also some uncertainty around the needs mapping, around new developments, and the adoption and scope of new legal instruments.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
CSU	The project objective is to extend existing operational premises in Strasbourg to cater for the increase in capacity, personnel and systems infrastructure in support of eu-LISA's strategy execution and portfolio of programmes and projects.	The second building extension of the Agency in Strasbourg will deliver the following facilities: - New Data Centre - New Premises / Building - New Car Park - New Guard Posts.	Adequate premises and facilities to host the additional systems infrastructure and members of staff. Appropriate operational and working conditions in line with technical, operational, safety and security regulations, best practices and standards.	Costs, schedule and scope	Green	Projects dashboard

2.3.8. *Horizontal security activities*

MAIN ACTIONS OR TASKS:

This activity includes:

- operating, planning and developing the protective elements of the security and continuity management;
- delivering the information security and assurance service for the core business systems;
- delivering the information security and assurance service for the corporate infrastructure;
- maintaining and improving the security policy framework and delivering reports;
- operating, planning and developing the business continuity/disaster recovery/emergency response parts from the security and continuity management;
- operating, planning and developing the business continuity/disaster recovery for the large-scale IT systems managed by eu-LISA;
- implementing continuous improvement processes for the Agency's management systems for information security, risk and business continuity, covering large-scale IT systems and corporate IT. This, includes necessary resource provisioning and related activity of reporting to stakeholders.

VALUE ADDED:

- an adequate level of protective security is implemented at the Agency level to enable normal activities and processes performed by eu-LISA;
- security risks managed to an acceptable level;
- compliance with legal and business requirements;
- increased trust of stakeholders;
- increasing the Agency's reputation as a trustworthy and secure custodian of sensitive EU internal security and border management information;
- security risks managed to an acceptable level;
- cooperation with the Member States and other EU agencies maintain a necessary exchange of knowledge and best practices;
- an adequate level of business continuity is implemented at agency level to acquire the resilience needed for performing its main tasks and responsibilities;
- an adequate level of business continuity is implemented at agency level to acquire the resilience needed for the large-scale IT systems managed by eu-LISA.

MAIN CHALLENGES:

- the commitment of external stakeholders in supporting the implementation of the specific protective security controls as needed;
- low priority compared to other tasks;
- scope creep from non-core tasks;
- increase in complexity of project activity outstripping resource capacity;
- lack of capacity in the Corporate infrastructure function to support security management activities;

- lack of resources to organise planned meetings;
- the commitment of external stakeholders in supporting the implementation of BCMS as needed;
- the commitment of external stakeholders in supporting the implementation of BC-related controls as needed.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
SCU	Compliance with the legislation and the ISO 27000 family standards.	The Agency adopts appropriate security measures based on the risk assessment, EU legislation and the best practices.	The Agency ensures the appropriate level of safety and security of the people and assets in its premises.	Protective security measures comply 100% with the risk assessment, eu-LISA rules and regulations and the ISO standards. Corporate KPI 1: Percentage (%) of security objectives implemented as defined per legislation. Corporate KPI 2: Number of emergency drills/security and business continuity-related exercises performed annually.	Ensured physical security of eu-LISA's premises and the protective security for eu-LISA missions, activities and personnel at an acceptable level according to relevant rules and regulations, and risk assessment outcomes- KPI 1: 100%. KPI 2: 2.	Interim report 2021. CAAR 2021.
	Delivering the Information Security and Assurance Service in accordance with the Security and Continuity Strategy and Service Catalogue.	Security policy; Security risk management; security plans; security awareness and training, security architecture, security assessments and audits; software licences; security testing, security monitoring, security incident management, and security guidance.	Assurance that information security risks will be managed at an acceptable level.	% 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. % of quarterly security tests conducted versus planned.	60%; 75%; 65%; 75%	Internal risk assessment reports. E-learning reporting. Self-assessment questionnaire. Security assessment reports.
	Ongoing provision of strategic security outreach to stakeholders.	Organisation of security and business continuity-related meetings with stakeholders.	The Agency contributes to sharing knowledge and experience on security and business continuity with other agencies	Successfully delivered 2 annual SON meetings with a high satisfaction rate of stakeholders.	2 annual SON meetings organised. Security and BC-related meetings (i.e. SON, BC network and others) on an annual basis.	Meeting minutes. CAAR 2021
	Compliance with the legislation and the ISO 22300 family standards.	Business Continuity policies and plans for the systems are updated and tested.	The resilience of the large-scale IT systems managed by eu-LISA is in place to ensure the	The BC controls cover all the large-scale IT systems managed by eu-LISA and the dedicated network	BC tests conclusions are positive. At least 80% of the staff are trained as needed and aware of	Interim report 2021. CAAR 2021

	Specific Business Continuity/Disaster Recovery controls are implemented as needed for the large-scale IT systems.	expected level of services provided to stakeholders.	infrastructure. The BC plans are tested and the tests demonstrate the effectiveness of the BC controls in place. The Agency's staff receive specific training and awareness sessions as needed.	their BC responsibilities.	
--	---	--	---	----------------------------	--

2.3.9. *Enterprise Project Management Office (EPMO) activities*

MAIN ACTIONS OR TASKS:

This activity includes:

- developing and deploying processes and training programmes, evaluating projects, performing project quality assurance reviews, appraising processes, and reporting on project performance;
- official appraisals based on CMMI model (continuation from 2020);
- implementing cultural changes and transition to the eu-LISA 2.0 Operational Model;
- setting up the eu-LISA Project Management career centre.

VALUE ADDED:

- better alignment between the strategy and project execution environment;
- improved KPIs related to managing projects and programmes;
- providing the Agency's Management with objective insight on the actual progress towards achieving maturity objectives in the area of Project Management;
- minimising the overall risk associated with managing complex projects undertaken by the Agency;
- defining a clear path towards achieving the status of an ICT Centre of Excellence;
- ensuring a cultural shift from the functional/silo approach to a matrix organisation;
- enabling new organisational structures under the eu-LISA 2.0 to optimise the operating model and processes;
- streamlined planning and execution of the annual work programme, by harmonising processes for managing deliverables, benefits realisation, investment performance and workforce planning. This would involve line managers taking ownership of financial and resource planning to develop a culture of sound team-planning;
- enabling eu-LISA to achieve its strategic goals SG2 and SG4, by providing the means for developing its human capital;
- supporting the new organisational model of eu-LISA with the means for training and certifying staff members within the PM Unit;
- harmonising PM practices across all stakeholders, so as to have the capability to train Project Managers from the Member States, along with eu-LISA PMs;

- developing the PM culture to make it a core capability of eu-LISA.

MAIN CHALLENGES:

- insufficient resources within the EP MO or other units;
- the Agency-wide awareness of the CMMI approach;
- organisational changes might impact on the building of the career centre;
- sponsor(s) identification.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
EP MO	<p>To fulfil the EP MO mission.</p> <p>To provide an objective, proven and credible ranking of the Agency's achievements in Organisational Project Management maturity, by applying the most commonly used process improvement model (CMMi) and appraisal method (SCAMPI).</p> <p>To ensure that the eu-LISA organisation is prepared for future challenges and to support the transition to the new operating model by streamlining transversal processes and adapting internal capabilities.</p> <p>The project aim is to lay the foundation for the eu-LISA PM Career Centre.</p>	<p>EP MO deliverables, as agreed in the EP MO Charter.</p> <p>Appraisal report of SCAMPI Class A (official appraisal).</p> <p>The capabilities required to operate a Professional Development Centre for all job profiles related to project, programme, and portfolio management in eu-LISA.</p>	<p>Improved alignment between the Agency's strategy and project execution, through integrating the following main processes: Project Management, Programme Management and Portfolio Management.</p> <p>Agency officially evaluated against the CMMI model.</p> <p>Leaner and faster Decision Making processes.</p> <p>More Agility inside the job.</p> <p>More empowerment and ownership through new centralised functions and harmonised profiles.</p> <p>Better Positioning of the Agency will lead to the sustained success of the Organisation.</p> <p>Alignment of the training capability with defined job profiles/roles within the eu-LISA Competency Development Framework. -</p> <p>Increased staff retention rate.</p>	<p>Achieved objectives agreed in the EP MO Roadmap.</p> <p>Maturity level of relevant process areas.</p> <p>Number of job profiles being supported by training programmes.</p> <p>Number of defined careers / certification paths.</p> <p>Cultural change and transition to eu-LISA 2.0 Operational Model within the set costs, schedule and scope.</p> <p>Number of individuals being trained.</p>	<p>As defined in the EP MO Charter.</p> <p>Appraisal conducted successfully (within scope, time, budget).</p> <p>Green marking for the project costs, schedule and scope.</p> <p>At least 2 job profiles related to Project Management will be supported by training programmes.</p>	<p>EP MO Intranet.</p> <p>CMMI Institute PARs database (https://sas.cmminstitute.com/pars/)</p> <p>PUMA/PPM</p>

2.3.10. *Implementation of the annual internal audit plan*

MAIN ACTIONS OR TASKS:

This activity includes:

- monitoring internal controls;
- reviewing the effectiveness business process controls;
- performing self-assessments;
- identifying and reporting deficiencies;
- ensuring that providers are independent, qualified and compliant;
- planning, scoping and executing assurance initiatives;
- identifying, updating and implementing external compliance requirements;
- optimising the Agency's response to external requirements;
- confirming external compliance.

VALUE ADDED:

- transparency for key stakeholders about the adequacy of the Agency's internal controls. This builds trust in the Agency operations, confidence in the realisation of the Agency objectives, and an adequate understanding of residual risk;
- ensuring that the Agency is functioning in compliance with all applicable internal and external requirements and regulations.

MAIN CHALLENGES:

- the availability of high-quality providers for outsourced auditing services.

Unit	Activity objective(s)	Activity output(s)	Activity outcome(s)	Performance indicator(s)	Target value(s)	Verification source(s)
IAC	The processes, resources and information meet the Agency's internal control system requirements. Objective evaluation that the internal control system is operational and effective is provided. All external compliance	Internal controls are monitored. Business process controls are reviewed for effectiveness. Self-assessment checks are performed. Deficiencies are identified and reported. Audit initiatives are planned, scoped and executed.	Obtaining transparency for key stakeholders on the adequacy and effectiveness of the system of internal control. Trust-building in operations, confidence in the achievement of the Agency's objectives, and an understanding of residual risk.	Percentage of compliant processes meeting performance targets. Percent of processes being objectively reviewed. Number of critical and serious internal control breaches. Number of critical non-compliance issues identified per	At least 80% of reviewed operational processes meet set targets. At least 30% of Agency's operational processes are reviewed annually. Trend. Corporate KPI#23.A: eu-LISA has an implementation	Annual Report of the IAC to the Executive Director and Management Board. Annual Activity Report of the Agency.

	<p>requirements are identified and adequately addressed.</p>		<p>Ensuring that all external compliance requirements/regulations are identified and adequately addressed.</p>	<p>year. Corporate KPI 23: (A) Percentage (%) of audit recommendations implemented within stipulated deadlines and (B) number and timeline of outstanding recommendations.</p>	<p>rate of audit recommendations within stipulated deadlines of minimum 80%, of which: Critical = 100% Very Important = 90% Imp Important = 80% Corporate KPI#23.B: eu-LISA at the cut-off date has no more than: four overdue recommendations (overdue by six months); two overdue recommendations (overdue by six months to one year); one overdue recommendation (overdue by over one year).</p>	
--	--	--	--	--	---	--

In line with eu-LISA’s Financial Regulation, the annual internal audit plan follows a separate adoption procedure by the Management Board based on an opinion issued by its Audit, Compliance and Finance Committee (ACFC).

Annex I: Resource allocation per activity 2021–2023 ³⁵³⁶

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.6	Administration and Maintenance of Corporate IT Applications	1.1	Enterprise Architecture Officer ER - Senior Network Engineer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Administration and Maintenance of Corporate IT Networks and Communications	0.7	ER - Project Manager Enterprise Architecture Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Administration and Maintenance of Corporate IT Systems and Storage	1.9	ER - System Engineer ER - Project Manager Enterprise Architecture Officer IT Infrastructure Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.4	Consolidation of the Agency following change, growth and transformation with focus on capabilities development.	5.8	Human Resources Officer ER - Recruitment and Personal Files Manager HR Assistant HR Officer	–	N/A	–	–	03/01/2021	31/12/2021

³⁵ The Administration and support activities in this table are more detailed than in the previous section in order to provide a better overview of resources. The FTEs shown are only the FTEs that the Agency currently has or is expected to receive by 2021 following the adoption of eu-LISA's new Establishing Regulation. The additional FTEs that the Agency will receive after the adoption of the new regulation will also be used. For this reason, some activities contain zero FTEs, which means that these will be covered only by additional FTEs.

³⁶ Some activities have no budget, which is either because the activity will use only human resources and external support, or because the appropriations have been committed in previous years. The budget figures cover only Title 3 expenditure.

³⁷ According to the agreed planning process and methodology used in planning human resources for 2021–2023, there was a distinction between 'direct' and 'indirect' FTEs. As a result, the total number of FTEs in Annex I is lower than the total number of Agency staff. This Annex I presents the 'direct' FTEs only. Therefore, a difference between the resources referred to in the main document (see point 3.2.2 *Human Resources*) or in Annex III and Annex I is inevitable. The Agency is considering a change of methodology in this regard for the planning cycle 2022-2024.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.5	Continue with the process of implementation of Data Protection principles derived from EU Regulation 2018/1725	1.6	Data Protection Officer Data Protection Assistant	–	–	–	–	02/01/2021	31/12/2021
Administration and support expenditure	2.3.1	Contribution as an observer to Schengen evaluations in the areas of SIS/SIRENE and Common Visa Policy (including VIS) and to ensure better use of SIS II and VIS by Member States.	0.05	Administrator for Reporting and Statistics	55 000	The budget will be used to pay for the participation of eu-LISA staff members in Schengen evaluation missions in the areas of SIS/SIRENE and Common Visa Policy.	55 000	55 000	02/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Corporate IT Infrastructure and Applications Migration to Cloud	0.2	Enterprise Architecture Officer	–	N/A	–	–	01/01/2021	31/12/2022
Administration and support expenditure	2.3.9	Cultural change and transition to the eu-LISA 2.0 Operational Model	1	ER-EPMO Officer	–	N/A	–	–	01/11/2020	31/10/2022
Administration and support expenditure	2.3.9	Develop and deploy processes and training programs, evaluate projects, perform project quality assurance reviews, appraise processes, and report project performance.	2.5	Ho Enterprise Project Management Sector ER - EPMO Officer	–	N/A	–	–	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.1	Drafting reports on the technical functioning and aggregating statistics	0.75	Administrator for Reporting and Statistics	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.5	Drafting the Annual Work Report 2021 and reporting the intermediate status on DP compliance to the MB.	0.2	Data Protection Officer	–	NA	–	–	05/01/2021	30/11/2021
Administration and support expenditure	2.3.9	eu-LISA Project Management Career Centre.	0.2	ER - EP MO Officer	–	NA	–	–	04/01/2021	20/12/2021
Administration and support expenditure	2.3.3	Execution of the Procurement and Acquisition Plan	7.4	Procurement Officer EES - Procurement Officer Senior Procurement Officer Administrative Officer Procurement Officer (under replacement) ER - Procurement officer Procurement Officer Procurement Officer (under replacement) ETIAS - Contract manager/Procurement Officer ER - Procurement/finance assistant ETIAS - Helpdesk support to FPU ETIAS - Vendor manager	–	N/A	–	–	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.1	Expanding Agency's capacity in the area of strategic and performance management	0.3	Strategy Planning Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Facility Operations and Services	1.7	ER - Head of GSSS - Site manager/Facility officer Building and Infrastructure Officer Facility Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.4	Further development of the learning culture, developing the HR function as a business partnership and strengthening staff development and retention.	1.7	Staff Development Officer Learning and Development Officer Training Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Implementation of a Document Management System for eu-LISA	0.5	ER - Document Management Officer	–	N/A	–	–	01/01/2021	31/12/2022
Administration and support expenditure	2.3.1	Implementation of an enterprise quality management exercise	0.5	Corporate Governance and Risk Management Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.2	Implementation of the eu-LISA Internal Communication Action Plan	1.1	Communication and Information Officer / Ho Sector ER - Communication and Information Assistant (Internal Communication)	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.10	Implementation of the annual internal audit plan	1.8	Internal Auditor ER - Assistant to Internal Auditor	–	N/A	–	–	04/01/2021	23/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.2	Implementation of the External Communication and Information Action Plan	1.8	Communication and Information Officer / Ho Sector Communications and Information Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.5	Increasing Data Protection Awareness	0.95	Data Protection Officer Data Protection Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.3	Internal control, procedures, audits related to finances and procurement.	2.95	EES - Finance and Budget Officer/Ho Sector Budget Officer (under replacement) Financial Assistant Assets and Inventory Officer Finance Officer/Leader of the Financial Support Team Financial Assistant Asset Management Assistant Financial Assistant / Payroll Senior Procurement Officer Procurement Officer Administrative Officer ER - Procurement officer EES - Procurement Officer Financial Officer EES - Finance/budget assistant Procurement Officer Procurement Officer (under replacement) Procurement Officer	–	N/A	–	–	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
				(under replacement) ETIAS - Contract manager/Procurement Officer ER - Financial junior assistant ER - Procurement/finance assistant ETIAS - Helpdesk support to ETIAS - Operators monitoring the Central System to FPU ETIAS - Vendor manager						
Administration and support expenditure	2.3.6	ITIL Implementation in Corporate IT Services	0.1	Enterprise Architecture Officer	–	N/A	–	–	01/01/2021	31/12/2022
Administration and support expenditure	2.3.6	Logistics and Office Supplies Services	1.3	Administrative Assistant ER - Head of GSSS - Site manager/Facility officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.3	Maintaining the accounts of the agency	0.95	Accounting Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Management and Support of Missions' Services	1	Administrative Assistant for Missions	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Management of Document / Records / Archives Services	0.4	ER - Document Management Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	New eu-LISA Website	0.1	ER - Document Management Officer	–	N/A	–	–	14/10/2020	10/06/2022

PUBLIC

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.9	Official Appraisal based on the CMMI model (continuation from 2020)	0.3	ER - EP MO Officer	–	N/A	–	–	31/03/2020	20/12/2023
Administration and support expenditure	2.3.5	Perform the Annual Data Protection survey	0.25	Data Protection Officer	–	N/A	–	–	01/04/2021	15/11/2021
Administration and support expenditure	2.3.1	Planning and reporting	1.6	Strategy Planning Officer Corporate Planning and Reporting Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.2	Policy monitoring, coordination and development to represent eu-LISA at the EU Institutions, agencies and in other fora; stakeholder management in the JHA area within the mandate of eu-LISA, and acting as a facilitator between technical and legal communities.	3.95	Administrator for Reporting and Statistics Policy Officer Research and Development Officer / Ho Sector Policy Officer ER - Training and Policy Expert Policy Expert ER -Training Expert	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Procurement of Corporate ICT Equipment, Infrastructure and Services	0.9	IT Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.1	Providing Governance and Compliance Management Capabilities	0.45	Corporate Governance and Risk Management Officer	–	N/A	–	–	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Administration and support expenditure	2.3.6	Providing Legal Advice to eu-LISA	1.5	Legal Officer ER - Junior Legal Officer	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.6	Providing End-users with IT Support (Service-Desk)	0.1	IT Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.7	Second extension of eu-LISA operational premises in Strasbourg	0.4	Project Manager ICT Expert Procurement Expert	– ³⁸	N/A	–	–	01/03/2019	11/04/2026
Administration and support expenditure	2.3.2	Stakeholder engagement and policy coordination	1.95	Liaison Officer / HoS ER -Senior Liaison Officer	–	n/A?	–	–	02/01/2021	31/12/2021
Administration and support expenditure	2.3.2	Timely administrative support for the Management Board	1.25	Management Board Assistant Management Board Officer/Ho Sector ER - MB/AG Secretariat Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Administration and support expenditure	2.3.3	Timely delivery of services related to budgetary, asset and financial management	8.55	Finance Officer/Leader of the Financial Support Team EES - Finance and Budget Officer/Ho Sector Budget Officer (under replacement) Financial Assistant Financial Assistant / Payroll Assets and Inventory Officer Financial Assistant	–	N/A	–	–	01/01/2021	31/12/2021

³⁸ The budget for the Second extension of eu-LISA operational premises in Strasbourg is planned under Title 2. For 2021, EUR 29 000 and for 2022, EUR 1 800 000. Justification of the budget activity is described in detail in the relevant documentation submitted to the Budgetary Authority. In total, the estimated project cost is EUR 29.5 m.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
				Asset Management Assistant EES - Finance/Budget Assistant Administrative Officer ETIAS - Operators monitoring the Central System to FPU Financial Officer ER - Financial Junior Assistant ER - Procurement/Finance Assistant						
ECRIS-TCN	2.2.1.19	ECRIS-TCN implementation (continuation from 2019)	0.1	Technical Release Coordinator	— ³⁹	N/A	–	–	01/00/2019	31/12/2022
ECRIS-TCN	2.2.1.20	Integration between ECRIS-TCN and the interoperability components (CIR, SBMs, CRRS)	0.1	ER - Project Manager	8 067 000	Development of Interoperability components Adaptation and migration to interoperability components.	–	–	01/01/2021	31/12/2021
Entry/Exit System	2.2.1.16	EES BMS / sBMS implementation (continuation from EES Project 2019)	3	EES - Project Manager ER - Project Manager EES - Test Manager EES - Application Architect/IT Architect	25 600 000	The budget is in accordance with the multiannual planning.	71 700 000	19 450 000	01/01/2019	31/12/2023

³⁹ The budget is from the current MFF (EUR 3 766 000) to be committed in 2020.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Entry/Exit System	2.1.1.7	EES Maintenance	0.3	EES - Application Administrator	5 300 000	The budget is necessary to assure the proper corrective and evolutive maintenance of the system.	9 300 000	22 600 000	01/01/2021	31/12/2021
Entry/Exit System	2.2.1.15	EES Project implementation (continuation from 2019)	7	EES - Programme Manager EES - Project Manager EES - Database Engineer EES - Solution Architect EES - Application Administrator EES - Test Manager	1 000 000	The budget is in accordance with the multi-annual planning.	1 000 000	2 300 000	05/05/2019	01/02/2022
ETIAS	2.2.1.3	Core SIS generic interconnection module / interface to allow SIS II connections to other systems and implementation of ETIAS inter-connection	1.05	Application Manager IT Specialist Test Engineer Test Manager Application Administrator	pm	The budget is needed to extend SIS II with a solution that will allow message exchange between various systems. In the first phase, a generic interconnection module will be introduced. In the second phase, the new interconnection module will be customised for message exchange with ETIAS system. The estimate is based on work to be done.	–	–	05/01/2020	31/12/2021
ETIAS	2.2.1.17	Implementation of the European Travel Information and Authorisation System (ETIAS) (continuation from 2019)	42 ⁴⁰	Customer Relationship Officer Application Manager Administrator (ETIAS) Database Designer	–	€ 18 554 000 to be committed in 2020. The budget is in accordance with the LFS of the Regulation (EU) 2018/1240 of the European Parliament and of	–	–	02/09/2018	31/12/2022

⁴⁰ The Commission's proposal for ETIAS envisages 32 posts in 2020 and 42 posts in 2021. Among these, 5 posts are allocated to horizontal functions and 2 to security.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
				(ETIAS) Network Administrator (ETIAS) Security Officer (ETIAS) System Administrator (ETIAS) SOA Architect (ETIAS) Solution Architect (ETIAS) System Administrator (ETIAS) Testing (ETIAS) Helpdesk Support (ETIAS) Operators monitoring the central system (ETIAS) Project/Program management (ETIAS) Quality Assurance (ETIAS) Application Manager		the Council establishing a European Travel Information and Authorisation System (ETIAS)				
Eurodac evolutions	2.2.1.6	Eurodac compliance with CSI/CSS services	1.4	IT Specialist Test engineer Application Administrator Technical Release Coordinator Project Manager	–	N/A	–	–	01/01/2020	01/08/2021
Eurodac Maintenance	2.1.1.1	Eurodac - Dublinet Maintenance	2	Project Manager IT Specialist Change Manager Test Engineer Application Administrator	13 700 000	Annual operational budget foreseen for the new Eurodac MWO to cover corrective and adaptive maintenance (with local service desk setup from the Eurodac contractor), small/urgent evolutions and technical /operational emergency changes.	4 300 000	3 500 000	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
General security activities	2.3.8	Delivering the Information Security and Assurance Service for the Corporate Infrastructure	1.6	Security Officer / Head of Sector Security Policy Expert (SNE) ER - Junior Security Policy Expert Security Assistant ETIAS - Security Officer Communications Security Officer	–	N/A	–	–	01/01/2021	31/12/2021
General security activities	2.3.8	Maintaining and improving the security policy framework and deliver reports	0.4	ER - Security Officer Security Officer / Head of Sector	–	N/A	–	–	05/01/2021	31/12/2021
General security activities	2.3.8	Operate, plan and develop the Business Continuity/Disaster Recovery/Emergency Response parts from the Security and Continuity Management	1.4	Business Continuity Officer (under replacement) Security Officer / Head of Sector ER - Security Officer Business Continuity Officer Security Officer / Head of Security Unit	–	N/A	–	–	01/01/2021	31/12/2021
General security activities	2.3.8	Operate, plan and develop the protective elements of the Security and Continuity Management	3.7	ER - Physical Security Expert Security Officer Security Officer / Head of Sector Protective Security Expert ER - Junior Security Policy Expert ER - Assistant to Security Security Officer / Head of Security Unit	–	N/A	–	–	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Interoperability	2.2.1.18	Implementation of the Regulations on establishing a framework for interoperability between EU information systems	44 ⁴¹	According to the LFS	14 752 000	CIR development ongoing (as part of ETIAS) until end of 2022, including development of components under Articles 20/22; ESP development ongoing (as part of ETIAS) until end of 2023; sBMS development ongoing (as part of EES) (until end of 2021) and be extended to include the other systems (as in the legal basis); MID development from 2021 Jan to end 2023; CRRS development (from 2020 to end 2021).	24 475 000	12 235 000	01/01/2018	31/12/2023
Meetings and Missions directly related to core systems	2.3.2	Timely administrative support for the Advisory Groups	2.55	Management Board Officer Management Board Assistant ER - MB/AG Secretariat Assistant	1 600 000	The calculation for the activity is attached in the Annexes. 2 onsite contractors - the budget is calculated based on the current FWC rates and needs to be revised under the new contract.	1 600 000	1 600 000	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.1.1.15	24/7 1st level support for Operational management of the systems - eu-LISA Service Desk	7.1	Helpdesk Operator Service Manager	–	NA	–	–	31/01/2021	31/12/2021
Other activities related to CBS or Network	2.1.1.17	24/7 2nd level application support for Operational	12	Application Administrator Application	–	N/A	–	–	01/01/2020	31/12/2023

⁴¹ Commission's proposal for Interoperability envisaged 45 posts in 2020. Out of 44 posts defined in the interoperability regulations LFS, 9 are subject to re-allocation and re-prioritisation, and 1 post is for the recruitment of the Deputy Executive Director of eu-LISA.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
		Management of the Core Business Systems		Administrator Assistant EES - Application Administrator						
Other activities related to CBS or Network	2.1.1.14	Backup Central Unit (BCU) daily operation management	1.5	Infrastructure Manager System Administrator Data Centre Manager	1 050 000	Backup site running costs, including rental of the BCU.	868 000	869 000	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.2.1.14	Central systems WAN connections move (continuation from 2020)	0.3	Network Administrator	–	N/A	–	–	05/01/2020	31/12/2021
Other activities related to CBS or Network	2.2.4.1	Continual service improvement services and processes reviews	0.5	Process Manager	–	N/A	–	–	20/10/2020	01/04/2021
Other activities related to CBS or Network	2.2.1.12	Continuation of data centres reorganisation activities	1.41	Service Manager	1 335 000	Estimated budget under the CSI FwC.	–	–	01/01/2018	31/12/2021
Other activities related to CBS or Network	2.1.1.8	CSI maintenance	1.95	Infrastructure Manager System Administrator EES - System Administrator Data Centre Manager Network Administrator	8 400 000	The budget will be used for: Maintenance (7 000 000 €), handover to the new contractor (200 000 €) and handover by the new contractor (200 000 €). Maintenance includes: - CSI Programme management; - CSI maintenance fixed part; - CSI maintenance for CSI infrastructure; - CSI maintenance for Security projects; - CSI maintenance for Network projects; - CSI maintenance for Test projects; - CSI maintenance for EES.	8 500 000	8 600 000	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.1.1.10	Enterprise Architecture Continuum - Establishing an Interoperability Architecture	0.5	System Administrator Network Operations Officer System Administrator Data Centre Manager	–	N/A	–	–	01/01/2021	30/06/2022

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Other activities related to CBS or Network	2.1.4.1	eu-LISA ITSM framework processes run and regular reporting	2.6	Service Manager Process Manager System Administrator Helpdesk Operator ER - IT System Administrator	–	N/A	–	–	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.2.3.1	Feasibility study and implementation of a biometric toolset	0.1	ER - Project Manager	–	N/A	–	–	01/09/2019	30/04/2022
Other activities related to CBS or Network	2.1.2.1	Improvements to the application lifecycle management (ALM)	0.5	Release Manager / Head of Sector Test Manager	–	N/A	–	–	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.2.2.1	Integration of the asset management with configuration management (continuation from 2019 and 2020)	0.1	System Administrator	–	N/A	–	–	01/01/2019	31/12/2021
Other activities related to CBS or Network	2.2.1.9	Integration of the Single Integrated Monitoring solution with the Event management process, covering all the systems in operation	1.2	Process Manager Service Manager Helpdesk Operator ER - IT System Administrator ER - Network Administrator	850 000	The budget will be used for: - project management and support; - analyses as is – to be; - the technical solution; - the integration of the new systems; - the alignment with the Event management; - HW, SW.	750 000	300 000	02/03/2020	31/12/2023
Other activities related to CBS or Network	2.1.4.2	ITSM tools improvements and customisation ,addressing the new initiatives, as well as the outcome from the regular process and services reviews	1.3	Helpdesk Operator Process Manager	–	N/A	–	–	10/01/2021	01/07/2022
Other activities related to CBS or Network	2.1.1.13	Licence management	0.05	Infrastructure Manager	2 500 000	The budget will cover the: - ULM part for EES + any other new system - ULM part for SIS II. The ULM part for VIS/BMS and Eurodac are paid directly	2 500 000	2 500 000	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
						through the respective MWO contract. The budget for other licences is covered by the CSI MWO contract.				
Other activities related to CBS or Network	2.1.1.16	Network services delivery and regular operational management of the communication infrastructure contracts (budget execution, acquisition, renewal, contract management).	4	Network Administrator Network Operations Officer Network Operations Officer (SNE)	539 000	The budget is necessary to assure that the communication infrastructure and related communication systems provide the necessary service to Core Business Systems and to the Member States. The budget covers : Monthly Recurring Costs: - SIS MRC Sites - VIS MRC Sites - consultancy provisions - VIS/SIS II mail maintenance (support, licences, HW) - Certes maintenance - CDmon.	8 704 000	4 500 000	01/01/2021	31/12/2023
Other activities related to CBS or Network	2.1.4.3	New service and process definitions as part of the eu-LISA's ITSM Framework	4.2	Service Manager Process Manager Process Owners	–	N/A	–	–	17/01/2021	30/06/2023
Other activities related to CBS or Network	2.1.1.9	Operational management/daily system management coordination and shared tasks	5	Infrastructure Manager System Administrator Data Centre Manager	–	N/A	–	–	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.1.1.12	Release and deployment management activities	2.2	Technical Release Coordinator Release Manager ER - Senior Project Manager	–	N/A	–	–	01/01/2021	31/12/2021
Other activities related to CBS or Network	2.1.2.2	Support of application lifecycle management (ALM) platform	1.8	Test Engineer ER-Technical Release Coordinator	–	N/A	–	–	01/01/2021	31/12/2023

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Other activities related to CBS or Network	2.2.1.13	Transition to new TESTA network	5	Network Operations Officer Data Centre Manager Senior Project Manager IT System Administrator Network Administrator Network Operations Officer	19 221 000	Overall project budget needed for the implementation of new communication infrastructures, for migration of the current systems, and for external support.	29 300 000	36 682 000	01/01/2020	31/12/2024
Security activities related to CBS and Network	2.1.1.18	Delivering the Information Security and Assurance Service for the Core Business Systems	0.9	Security Officer Communications Security Officer EES - Information Security Officer Information Security Expert (SNE) Security Officer / Head of Sector Security Officer (under replacement) ETIAS - Security Officer Security Assistant Security Officer	630 000	To purchase licences and maintenance for security software and hardware, including the Common Shared Infrastructure security elements.	630 000	630 000	06/01/2021	18/12/2021
Security activities related to CBS and Network	2.2.1.21	Executing a study on the options for further enhancing the integration of advanced Security monitoring and operations capabilities into the Operations Unit and Security Unit	0.5	Security Officer / Head of Sector Security Officer ETIAS - Security Officer	620 000	Costs are those relate to the study by an external support contractor. The estimated budget has been adjusted to COM comments and with the MFF.	–	–	03/02/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Security activities related to CBS and Network	2.2.1.22	Implementation of CBS Identity and Access Management Service	0.6	Security Officer (under replacement) Security Officer / Head of Sector ETIAS - Security Officer Communications Security Officer	600 000	The budget is needed to purchase design, hardware, software licences, implementation, training.	–	–	01/03/2021	31/01/2022
Security activities related to CBS and Network	2.3.8	Operate, plan and develop the Business Continuity/Disaster Recovery for the large-scale IT systems managed by eu-LISA	1.4	ETIAS - Security Officer Security Officer / Head of Sector Security Officer (under replacement)	150 000	The budget is necessary for running the BC/DR/Security related exercises and other small BCMS projects for the large-scale IT systems.	150 000	150 000	01/01/2021	31/12/2021
SIS II evolutions	2.2.1.4	Implementation of SIS AFIS Phase 2 (Continuation from 2019)	2.7	IT Specialist Technical Release Coordinator Application Administrator EES - Test Manager SIS border/police - IT Specialist IT Specialist	⁴² –	N/A	–	–	01/01/2019	31/12/2021
SIS II evolutions	2.2.1.11	New Search Engine and Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019 and 2020)	0.5	Application Manager Application Administrator Test Engineer Customer Relationship Officer Change Manager Release Manager Technical Release Coordinator IT Specialist	–	N/A	–	–	01/06/2018	31/12/2021

⁴² Budget will be committed in 2020.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
SIS II evolutions	2.2.1.1	New SIS legal framework implementation (continuation from 2019)	3.2	Application Manager Test Engineer Test Manager Release Manager Customer Relationship Officer Technical Release Coordinator Test Engineer SIS border/police - IT Specialist IT Specialist	⁴³ –	N/A	–	–	01/01/2019	31/12/2021
SIS II evolutions	2.2.1.5	SIS Preproduction Environment (PPE) move from In the Mountain (ITM) to Out of the Mountain (OTM) (cont. from 2020)	0.35	Application Administrator Application Manager Test Engineer	–	N/A	–	–	01/01/2020	30/09/2021
SIS II evolutions	2.2.1.2	SIS return decision (continuation from 2019)	2.2	Test Manager Application Manager Test Engineer Test Engineer Release Manager Customer Relationship Officer SIS return - IT Specialist Technical Release Coordinator IT Specialist	⁴⁴ –	N/A	–	–	01/01/2019	31/12/2021

⁴³ Estimation of the cost is based on previous SIS implementations experience. Infrastructure, licences and professional services will be purchased under this budget. € 1 982 000, from the current MFF, to be committed in 2020.

⁴⁴ Estimation of the cost is based on previous SIS implementations experience. Infrastructure, licences and professional services will be purchased under this budget. To be committed in 2020.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
SIS II evolutions	2.1.1.6	SIS unplanned evolutions	0.9	Test Engineer Technical Release Coordinator Application Administrator Change Manager ER - Senior Project Manager	3 500 000	The budget is calculated based on previous activities and historical data.	5 200 000	5 300 000	01/01/2021	31/12/2021
SIS II maintenance	2.1.1.4	SIS II AFIS Maintenance	0.95	Application Administrator Application Manager Test Engineer Change Manager Release Manager	3 350 000	Corrective maintenance is a mandatory and basic activity. The budget is based on historical data.	3 350 000	–	01/01/2021	31/12/2021
SIS II maintenance	2.1.1.3	SIS II Maintenance	1.3	Test Engineer Application Manager Change Manager Application Administrator	6 000 000	Budget calculated based on current SIS II MWO costs	7 000 000	6 129 000	01/01/2021	31/12/2021
SIS II maintenance	2.1.1.5	SIS II support to Member States	0.2	Test Manager/ Application Manager	450 000	The budget is based on historical information and data.	450 000	450 000	01/01/2021	31/12/2021
Technology monitoring expenditure	2.3.1	Execution of annual research and technology monitoring roadmap and the research and technology monitoring strategy	2.5	Research and Development Officer ER - Research Officer ER - Research Assistant	–	N/A	–	–	01/01/2021	31/12/2021
Technology monitoring expenditure	2.3.1	Integration of research findings into internal projects	1.3	Research and Development Officer ER - Research Officer	–	N/A	–	–	01/01/2021	13/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
Training directly related to operations	2.3.1	Implementation of the Training plan for provision of training to the MS on the technical use of the IT systems managed by the Agency.	5.05	Research and Development Officer ER - Training and Policy Expert Administrator for Reporting and Statistics Training Coordinator for the Member States ER - Training Expert Technical trainer - Systems Training Officer - Interoperability	1 400 000	<ul style="list-style-type: none"> - Logistics-related costs for training organisation - Development of an onsite Training Laboratory - LMS Maintenance and upgrade - Creation of e-Learning materials (video recording) - Consultation services (Training MS certification, MS Consultation meeting for curricula, MS Experts participation in training) - Certification ISOO 9001 (tbc) - Training-related mission costs. 	1 600 000	1 800 000	01/01/2021	31/12/2021
Training directly related to operations	2.1.4.4	Training for eu-LISA staff on operations (technical training for staff) and knowledge management	1	ER - Training Assistant Learning and Development Officer	850 000	<ul style="list-style-type: none"> The budget will be used for: - Implementation of training related to operations and applications. - Further development of technical onboarding e-learning content (innovative methods such as VR). - Certification process to access eu-LISA core systems. - Professionalisation of staff by keeping their IT skills up-to-date with the market standards. - Additional systems to be developed and hosted by the Agency will require up-skilling of current skills of staff members. - The increase of the number of operational staff will increase the overall costs of technical training. 	850 000	850 000	01/01/2021	31/12/2021

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
						- Implementation of Knowledge Management. - Input to be provided by Heads of Sectors and contributors to the Training Needs Analysis Survey 2020 (for estimates). - In-house training lab.				
VIS/BMS evolutions	2.2.1.8	ETIAS development - consequential amendments for VIS	0.2	Project Manager	10 000 000	The budget is necessary to make the make changes to the VIS system following the development of ETIAS.	–	–	01/01/2021	31/12/2021
VIS/BMS evolutions	2.2.1.10	Technical support for a project to develop a proof of concept and a prototype of the EU online visa application portal (continuation)	pm ⁴⁵	pm	969 539		–	–	29/07/2020	31/10/2021
VIS/BMS evolutions	2.2.1.7	VIS recast Development	0.5	Application Manager Customer Relationship Applications Administrator Assistant Project Manager	16 244 000	The budget is based on the LFS for the VIS recast.	28 928 000	28 343 000	01/01/2021	31/12/2021

⁴⁵ The project will be executed within the existing FTEs by reshuffling workloads.

Annex 1 section	Reference Number in the SPD	Title of the annual activity	Direct FTEs (Year 2021) ³⁷	Direct FTEs	Budget for the Activity Year 2021 (excl. External Support) (EUR)	Justification of the budget activity	Budget for the Activity Year 2022 (excl. External Support) (EUR)	Budget for the Activity Year 2023 (excl. External Support) (EUR)	Start Date	Delivery Date
VIS/BMS maintenance	2.1.1.2	VIS/BMS Maintenance	0.5	Application Manager Customer Relationship Officer Project Manager Applications Administrator Assistant	17 030 461	The budget for the activity includes adaptive, corrective, perfective, preventive maintenance sets for the VIS application, infrastructure, and programme management services.	18 000 000	12 000 000	01/01/2021	31/12/2021
		External Support	n/a	n/a	7 657 000	External Support	10 953 000	8 617 000	01/01/2021	31/12/2021
		Total			173 420 000 ⁴⁶		240 163 000 ⁴⁷	179 460 000 ⁴⁸		

⁴⁶ In addition, under Title 3, the amount of EUR 250 000 is envisaged for other meetings and missions.

⁴⁷ Not including activities that start in 2022.

⁴⁸ Not including activities to start in 2022 and 2023.

Annex II: Financial resources 2021–2023

Table 1 – Expenditure

Expenditure	2020		2021	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	32,888,000	32,888,000	40,344,000	40,344,000
Title 2	18,107,000	18,107,000	15,714,000	15,714,000
Title 3	192,850,733	186,116,076	173,420,000	165,095,000
Total expenditure	243,845,733	237,111,076	229,478,000	221,153,000

PUBLIC

	2019 Executed Budget	AMBU n. 1-2020	2021 Draft Budget		VAR 2021 / 2020	Envisaged for 2022	Envisaged for 2023
			Agency request	Budget Forecast			
Title 1							
Staff Expenditure	21,530,079	32,888,000	40,344,000		122.67%	41,766,000	42,205,000
Salaries & allowances	19,071,984	30,293,237	34,844,000		115.02%	35,836,000	36,157,000
- of which establishment plan posts	15,149,618	20,934,237	22,329,567		106.67%	23,008,658	24,071,721
- of which external personnel	3,922,366	9,359,000	12,514,433		133.72%	12,827,342	12,085,279
Expenditure relating to Staff recruitment	299,514	379,523	926,000		243.99%	1,041,000	1,044,000
Mission expenses	573,700	426,000	600,000		140.85%	660,000	700,000
Socio-medical infrastructure	998,490	1,183,054	2,541,000		214.78%	2,710,000	2,756,000
Training	586,390	606,187	1,433,000		236.40%	1,519,000	1,548,000
Title 2							
Infrastructure and operating expenditure	14,659,227	18,107,000	15,714,000		86.78%	16,412,000	16,284,000
Rental of buildings and associated costs	1,664,262	2,223,000	2,070,000		93.12%	2,070,000	2,070,000
Information and communication technology	3,217,478	2,904,335	2,900,000		99.85%	2,750,000	2,400,000
Movable property and associated costs	885,765	497,893	289,000		58.04%	289,000	289,000
Current administrative expenditure	778,246	873,100	1,033,100		118.33%	1,141,700	1,236,700
Postage / Telecommunications	29,999	15,000	36,000		240.00%	38,000	40,000
Meeting expenses	366,309	258,000	520,400		201.71%	525,400	530,400
Information and Publications	1,239,324	817,000	1,735,000		212.36%	1,735,000	1,735,000
External Support Services	3,535,346	6,890,000	4,291,000		62.28%	4,757,900	4,513,400
Security	2,942,498	3,628,672	2,839,500		78.25%	3,105,000	3,469,500
Title 3							
Operational expenditure	94,476,498	192,850,733	173,420,000		89.92%	288,671,000	231,155,000
Infrastructure	15,830,739	58,964,750	74,962,000		127.13%	147,327,000	86,116,000
Applications	71,727,639	125,001,547	85,611,000		68.49%	125,286,000	131,567,000
Operational support activities	6,918,119	8,884,436	12,847,000		144.60%	16,058,000	13,472,000
Support to MS and EC	0	-	-			0	-
TOTAL EXPENDITURE	130,665,804	243,845,733	229,478,000	0	94.11%	346,849,000	289,644,000

Table 2 – Revenue

Revenues	2020	2021
	Revenues estimated by the Agency	Budget Forecast
EU contribution	233,384,343	221,153,000
Other revenue	3,726,733	p.m.
Total revenues	237,111,076	221,153,000

REVENUES	2019	2020	2021		VAR 2021/2020	Envisaged for 2022	Envisaged for 2023
	Executed Budget	Revenues estimated by the Agency	As requested by the Agency	Budget Forecast			
1 REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	138,062,900	233,384,343	221,153,000		95%	290,043,000	244,374,000
<i>of which assigned revenues deriving from previous years' surpluses</i>	1,341,491	920,267	1,657,575				
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,242,936	3,726,733					
<i>of which EFTA</i>	2,242,936	3,726,733					
<i>of which Candidate Countries</i>							
4 OTHER CONTRIBUTIONS	52,475	-	-				
<i>of which delegation agreement, ad hoc grants</i>							
5 ADMINISTRATIVE OPERATIONS	-	-	-				
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	140,358,311	237,111,076	221,153,000	-	95%	290,043,000	244,374,000

Table 3 – Overview of revenue and expenditures

			COMMITMENT APPROPRIATIONS				
			2019 Executed Budget	2020 Voted Budget	2021 draft estimates	2022 draft estimates	2023 draft estimates
Title 1 Staff expenditure	eu-LISA estimates	Total eu-LISA estimates	21,530,079	32,888,000	39,360,678	40,333,864	40,836,932
		<i>Baseline / Establishment plan</i>	21,530,079	32,888,000	39,360,678	40,333,864	40,836,932
	Subject to new legal basis	Total LFS subject to new legal basis			983,322	1,432,136	1,368,068
		<i>LFS VIS recast</i>			983,322	1,432,136	1,368,068
	Total Tile 1			21,530,079	32,888,000	40,344,000	41,766,000
Title 2 Infrastructure and operating expenditure	eu-LISA estimates	Total eu-LISA estimates	14,659,227	18,107,000	15,714,000	16,412,000	16,284,000
		<i>Baseline</i>	14,659,227	18,107,000	15,714,000	16,412,000	16,284,000
	Total Tile 2			14,659,227	18,107,000	15,714,000	16,412,000
Title 3 Operational expenditure	eu-LISA estimates	Total eu-LISA estimates	94,476,498	192,850,733	157,176,000	259,743,000	196,345,000
		<i>Shared System Infrastructure/Networks</i>	15,830,739	47,084,604	34,610,000	51,152,000	54,431,000
		<i>Interoperability</i>		11,880,146	40,352,000	96,175,000	31,685,000
		<i>SIS II</i>	34,610,845	14,842,463	13,300,000	19,576,000	34,175,000
		<i>VIS / BMS</i>	18,164,044	27,388,159	28,000,000	44,000,000	15,500,000
		<i>EURODAC</i>	5,118,380	5,019,922	13,700,000	4,300,000	3,500,000
		<i>EES</i>	12,794,626	23,605,000	6,300,000	10,300,000	24,900,000
		<i>ETIAS</i>	1,039,744	51,545,465		15,914,000	15,914,000
		<i>ECRIS</i>		2,600,538	8,067,000	2,268,000	2,768,000
	<i>Operational support activities</i>	6,918,119	8,884,436	12,847,000	16,058,000	13,472,000	
	Subject to new legal basis	Total LFS subject to new legal basis			16,244,000	28,928,000	34,810,000
<i>LFS VIS recast</i>				16,244,000	28,928,000	34,810,000	
Total Title 3			94,476,498	192,850,733	173,420,000	288,671,000	231,155,000
TOTAL EXPENDITURE	eu-LISA estimates		130,665,804	243,845,733	212,250,678	316,488,864	253,465,932
	Subject to new legal basis	Total LFS subject to new legal basis			17,227,322	30,360,136	36,178,068
		<i>LFS VIS recast</i>			17,227,322	30,360,136	36,178,068
	Total expenditure			130,665,804	243,845,733	229,478,000	346,849,000

Table 4 – Budget outturn and cancellation of appropriations

Budget outturn	2017	2018	2019	2020*
Revenue actually received (+)	70,280,673	97,283,350	140,358,311	
Payments made (-)	- 62,670,566	- 88,764,566	- 127,852,191	
Carry-over of appropriations (-)	- 9,995,960	- 12,738,803	- 18,741,553	
Cancellation of appropriations carried over (+)	658,330	920,262	701,704	
Adjustment for carry over of assigned revenue appropriations from previous year (+)	3,068,767	4,220,019	7,191,925	
Exchange rate differences (+/-)	248	5	- 621	
Adjustment for negative balance from previous year (-)				
Total	1,341,491	920,267	1,657,575	-

*To be provided in January 2021

Annex III: Human resources

Table 1 below shows the evolution and expected evolution of the total number of posts for Contract Agents and the Temporary Agents for 2018 – 2023, due to the developments described above in II.3.2.2 *Human Resources*, and summarised in II.3.2.2. *Table 6. Staff overview for 2021–2023*. Table 1 includes updated figures following the 5% cut of posts of the temporary agents, the adopted Regulations on the new systems and the Agency's new Establishment Regulation, Commission proposals, on which the discussions are still ongoing, and the Agency's request for additional staff listed in II.3.2.2. *Table 7. Additional staff requested in 2021 for horizontal and operational activities*.

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

Staff population		Actually filled as of 31.12.2018	Authorised under the 2019 EU budget	Actually filled as of 31.12.2019	Authorised under the 2020 EU budget	In the 2021 draft budget	Envisaged for 2022	Envisaged for 2023
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	80	129	112	149	160 ⁴⁹	162 ⁵⁰	161 ⁵¹
	AST	42	43	42	53	53	53	53
	AST/SC	0	0	0	0	0	0	0
Total		122	172	154	202	213	215	214
CA GF IV		25	59.5	42	73	89.5	91.5	89.5
CA GF III		6	26.5	19	36	52	62	61
CA GF II		0	2	0	2	2	2	2
CA GF I		0	0	0	0	0	0	0
Total CA		31	88	61	111	143.5	154.5	152.5
SNE		9	11	8	11	14	14	14
Structural service providers		70	70	82	50	50	50	50

⁴⁹ This is a rounded up figure of 159.5 FTE.

⁵⁰ This is a rounded up figure of 161.5 FTE.

⁵¹ This is a rounded up figure of 160.5 FTE.

TOTAL	232	341	305	374	420.5	434.5	430.5
External staff for occasional replacement	0	2			2	2	2

Table 2 – Multiannual staff policy plan year 2021 – 2023

The establishment plan refers to the years 2019-2023. It takes into account the establishment plan figures approved for 2019 and 2020 and additional staff expected as from 2021 for the interoperability of the systems and the VIS recast, following the adoption of the respective legal instruments.

In 2019, no changes to the establishment plan were requested under the 10% flexibility rule.

Changes to the numbers in the given grades are due to the reclassification of staff members. Figures for the years 2022 and 2023 are indicative and may be subject to change.

Category and grade	Establishment plan in 2019 EU Budget		Filled as of 31.12. 2019		2019 Modifications under the flexibility rule		Establishment plan in Voted EU Budget 2020		2020 Modifications under the flexibility rule		Establishment plan in 2021 Draft EU Budget		Establishment plan 2022		Establishment plan 2023	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16		0		0		-		0				0		0		0
AD 15		1		1		-		1				1		1		1
AD 14		1		1		-		1				1		2		2
AD 13		3		1		-		3				3		4		4
AD 12		4		3		-		4				4		5		5
AD 11		5		1		-		5				7		7		7
AD 10		8		7		-		8				10		11		11
AD 9		16		14		-		16				16		21		21
AD 8		17		12		-		17				26		26		26
AD 7		31		37		-		32 ⁵²				23 ⁵³		24		24
AD 6		14		6		-		15 ⁵⁴				26 ⁵⁵		32		32

⁵² Includes an additional post under the revised eu-LISA Regulation.

⁵³ Includes 2 additional posts for VIS.

⁵⁴ Includes 1 additional post for interoperability

⁵⁵ Includes 1 additional posts for VIS and 2 additional posts for Interoperability.

PUBLIC

Category and grade	Establishment plan in 2019 EU Budget		Filled as of 31.12. 2019		2019 Modifications under the flexibility rule		Establishment plan in Voted EU Budget 2020		2020 Modifications under the flexibility rule		Establishment plan in 2021 Draft EU Budget		Establishment plan 2022		Establishment plan 2023	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 5		29		29		-		47				43 ⁵⁶		29 ⁵⁷		28 ⁵⁸
Total AD		129		112		-		149				160		162		161
AST 11		0		0		-		0				0		0		0
AST 10		0		0		-		0				0		0		0
AST 9		1		1		-		1				1		2		2
AST 8		2		2		-		2				3		3		3
AST 7		4		4		-		4				4		6		6
AST 6		9		5		-		9				12		12		12
AST 5		12		14		-		12				12		12		12
AST 4		12		11		-		12				10		10		10
AST 3		3		5		-		13 ⁵⁹				11		8		8
AST 2		0		0		-		0				0		0		0
AST 1		0		0		-		0				0		0		0
Total AST		43		42		-		53				53		53		53
AST/SC1		0		0		-		0		0		0		0		0
AST/SC2		0		0		-		0		0		0		0		0
AST/SC3		0		0		-		0		0		0		0		0
AST/SC4		0		0		-		0		0		0		0		0
AST/SC5		0		0		-		0		0		0		0		0
AST/SC6		0		0		-		0		0		0		0		0
Total AST/SC		0		0		-		0		0		0		0		0

⁵⁶ Includes 1 additional posts for VIS and 5 additional posts for Interoperability

⁵⁷ Includes 2 additional posts for VIS

⁵⁸ Includes a reduction of 1 post as per the interoperability proposal.

⁵⁹ Includes an additional 10 posts for EES operations.

PUBLIC

Category and grade	Establishment plan in 2019 EU Budget		Filled as of 31.12. 2019		2019 Modifications under the flexibility rule		Establishment plan in Voted EU Budget 2020		2020 Modifications under the flexibility rule		Establishment plan in 2021 Draft EU Budget		Establishment plan 2022		Establishment plan 2023	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
TOTAL		172		154		-		202		0		213		215		214

Annex IV: Human resources

A. Recruitment policy

The Agency's recruitment policy on selection procedures, entry grades of different categories of staff, the type and duration of employment and different job profiles are governed by the Staff Regulations of Officials of the European Union and the Conditions of Employment of Other Servants of the European Union and implementing rules concerning the engagement and employment of Temporary Agents, Contract Agents and Seconded National Experts (SNEs).

Recruitment of the additional staff approved for eu-LISA in 2019 and 2020 following the adoption of the new Regulations at the end of 2018 posed a challenge for the scope (number of persons to be recruited - almost one hundred - and specific profiles), timing and involvement of the existing human resources of the Agency. In 2019, eu-LISA had only two recruitment agents coordinating all the selection procedures. Two more HR staff members joined in the third quarter of 2019 and one left eu-LISA. The new staff became fully operational at the beginning of 2020. With the support of the units to which newly recruited staff were assigned, the Human Resources Unit and the Staff Committee (participating in the work of the respective Selection Committees), the Agency was able to recruit⁶⁰ 74 agents in 2019 and had issued 7 job offers and 2 secondment offers by the end of 2019. Selection procedures were organised for the ETIAS, ECRIS, SIS systems and the interoperability of the European systems, as well as for the replacement of staff leaving eu-LISA during the year.

In total, there were 22 recruitment procedures closed (for applications) in 2019, and several selection procedures that started in 2019 and were planned to be concluded mainly in Q1 of 2020. In addition to this, preparations got underway for the publication of vacancy notices in Q1 of 2020. Where possible, profiles were grouped to create synergy, longer reserve lists were drawn up, and several posts were recruited under one recruitment procedure. This approach brought some efficiency in scheduling work. However, it did not decrease the significant efforts or time required to organise the selections. There were 1 857 applications for the closed 22 procedures, i.e. an average of 85 applications per selection procedure. The number of applications per published vacancy varied between 44 (minimum) and 196 applications (maximum). With the introduction of the e-Recruitment platform in December 2018, and efforts to publish vacancies elsewhere (e.g. EPSO website, Eurobrussels, LinkedIn, etc.), the Agency experienced an increase in applications and the Agency is planning to continue with that approach.

The Agency was also able to make use of previously established reserve lists, when possible (e.g. for the same grade/function groups and similar profiles). Additional staff were sourced also from previously established and valid reserve lists to make the best use of available sourcing methods. In 2019, 7 TAs and 10 CAs were recruited (i.e. accepted job offers by 31/12/2019) from existing reserve lists from 2016-2018, beyond the initial intended use of the applicable recruitment procedures.

Recruitment progress in relation to the number of authorised posts is presented in Table 1 below.

⁶⁰ Staff who had taken up employment at eu-LISA by 31.12.2019.

Table 1 – Overview of recruitment targets and progress in 2019 and plan for 2020-2021.

Origin of the post	Authorised number of posts in 2019				Increase in number of posts in 2019 compared to 2018	Recruitment status 31 December 2019 (including issued job offers)				Recruited staff as percentage of total staff (status on 31.12.2019)	Increase in number of posts in 2020 compared to 2019	Increase in number of posts in 2021 compared to 2020	Estimated number of staff to be recruited in 2020 and 2021 ⁶¹
	TA	CA	SNE	total staff		TA	CA	SNE	total recruited				
Baseline staff as defined in the new Establishing Regulation - recruitment of replacements	113	27	9	149	0	113	29	8	150	100.7%	3	0	2
LFS Change of Founding Regulation - additional staff	21	27	2	50	50	16	24	2	42	84.0%	2	0	10
LFS EES	14	0	0	14	0	14	0	0	14	100.0%	18	0	18
LFS ETIAS	7	13	0	19.5	3	7	3	0	10	51.3%	12.5	10	32
LFS SIS II Borders/LE and SIS II returns	0	4	0	4	4	0	4	0	4	100.0%	0	0	0
LFS ECRIS	0	5	0	5	5	0	1	0	1	20.0%	0	0	4
LFS on Interoperability	15	13	0	27.5	27	9	2	0	11	40.0%	17.5	13	47
VIS, subject to adoption of the legal basis	0	0	0	0	0	0	0	0	0	n/a	0	9	9
LFS Eurodac, subject to adoption of the legal basis	2	0	0	2	0	n/a	0	0	0	n/a	0	0	2
Total	172	88	11	271	89	159	63	10	232	85.6%	53	32	124
eu-LISA request for additional staff in SPD 2021 for operational and horizontal activities (3 SNE + 11 CA)												14	138

Some efficiency gains are expected in 2020 and 2021 when it will be possible to use the reserve lists created during the 2019 selection procedures to fill approved posts for 2020 and 2021. Depending on the recruitment progress in 2020 and use of the established reserve lists, the number of posts, for which new staff are to be recruited by 2021, could vary between 85 and 124 posts. In order to achieve this goal, the number of recruitment officers will increase to handle more selection procedures in parallel.

The recruitment policy reflects the approach since the establishment of eu-LISA, with an emphasis on the present situation.

⁶¹ Calculated on the basis of the total additional staff to be recruited in 2020 and 2021, and the difference between the staff expected and recruited in 2019.

a) Officials

eu-LISA has no permanent posts in its establishment plan.

b) Temporary Agents

The staff members of eu-LISA have been and will continue to be recruited to carry out core activities, i.e. permanent tasks that are essential for eu-LISA to operate. These include operational, managerial and administrative tasks, and operational tasks related to the Agency's mandate that cannot be outsourced.

In 2019, eu-LISA recruited staff by launching internal and external selection procedures or using the reserve lists from selection procedures organised at the Agency in previous years. Inter-agency recruitment calls have not been published to date.

Recruitment is for the grade advertised in the vacancy notice, which is determined by the Staff Regulations and Conditions of Employment of Other Servants of the European Union and the respective implementing rules, as well as the corresponding job profile. The same approach will be applied in the next years.

The entry grades for long-term temporary agents in 2019 were as follows:

AST 3;

AD 5 to AD 8;

AD 9 to AD 10 for Heads of Units;

AD 13 for the Deputy Executive Director.

Duration of contracts:

The internal eu-LISA Guidelines on contract renewal⁶² provide that Temporary Agents (2f) are offered a first fixed-term contract of five years, renewable for another period not exceeding five years. Renewals for a second prolongation shall be of an indefinite nature. In November 2016, the Management Board of eu-LISA authorised⁶³ the Executive Director of eu-LISA to grant indefinite contracts to temporary staff after the first contractual term in line with the applicable legal provisions (Article 8 of the Conditions of Employment of Other Servants of the European Union and Article 16 of the Management Board decision No 2015-166 of 18.11.2015). Contract renewals are subject to a thorough examination of the performance of the staff members concerned. Renewals also depend on the eu-LISA's PD priorities and available budgetary provisions in accordance with the internal guidelines on contract renewal that were drawn up for this purpose. 10 contracts were renewed in 2019, and are as follows:

- 3 temporary agents were given indefinite contracts;

⁶² Decision of the Executive Director No 43/2016 of 31 May 2016.

⁶³ Decision No 2016-123 of 16 November 2016 (reference document 2016-140).

- 1 contract agent has been given an indefinite contract;
- 6 contract agents have been given definite contracts.

A challenge that the Agency is and will continue to face in the coming years is the short-term duration of several posts for temporary agents, as this poses difficulties in attracting specialists or causes successful candidates to refuse to accept a job offer for a shorter period than stated in a published vacancy. Some posts in the legislative proposals (on interoperability or the VIS) were not planned as full time, and thus pose issues for recruitment and contract drafting. Moreover, carrying out separate selection procedures for such types of posts is inefficient as well as costly.

Recruitment procedure:

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

- Publication of a vacancy notice (defining eligibility and selection criteria, indicating type and duration of the contract and recruitment grade).
- Pre-selection of potential candidates on the basis of their application files, evaluating their eligibility and compliance with the selection criteria.
- The best-qualified eligible candidates are asked to undergo a written test, as well as an interview covering the specific competences in the area of expertise, general aptitudes and language skills. For managerial posts, the Assessment Centre may be part of the selection process.
- The Selection Committee proposes a list of successful candidates to the Executive Director⁶⁴, who decides on the appointment of a candidate and the establishment of a reserve list.
- The result of the selection process is communicated to the selected candidates.

c) Contract Agents

Contract Agents are contracted to work with specific, time-limited projects, to fill gaps during long-term absences, and to cover peaks in workloads for limited periods. According to the Legal and Financial Statements for the newly adopted systems, a number of the existing Contract Agent posts will be regarded as long-term contracts, particularly those related to technical and/or operational tasks.

For the selection of Contract Agents, eu-LISA launches external selection procedures, and uses the reserve lists provided by the European Personnel Selection Office or the Agency's own reserve lists.

Contract Agents have been offered time-limited contracts for a maximum duration of five years, which may be renewed once for another fixed period of a maximum of five years, in accordance with Article 85 of the Conditions of Employment of other Servants of the European Union. The Agency has also given contracts of two years, which may be renewed once and these are used for short-term projects. A one-year long contract without a possibility of renewal may be offered to replace a staff member on a long absence. However, this has proven to be an ineffective solution resulting in refusals of job offers by candidates who have successfully passed a selection process.

⁶⁴ For posts where the appointment to a post is made by the Management Board of the Agency according to the requirements set in the Establishing Regulation, a decision is taken by the Management Board.

Any further renewals of employment contracts shall be for indefinite periods. Renewals of contracts for contract agents will depend on eu-LISA's PD priorities and budgetary provisions and will be subject to a thorough examination of the work performance of the staff members involved. An increasing number of the Contract Agents at the Agency show a trend that will need some analysis if some of those posts cannot be considered long-term and converted into temporary agent contracts. As from 2021, the Agency will have to make a decision about converting a number of employment contracts into contracts of indefinite duration.

As from 2020, following the adoption of the new implementing rules on contract staff engaged under Article 3a of the CEOS, the Agency will have to adapt its recruitment practices to include candidates who may be offered indefinite contracts following successful selection procedures by eu-LISA on the basis of inter-agency mobility or existing candidates who have already passed written tests.

d) Seconded National Experts

SNEs are seconded to eu-LISA by the EU Member States to cover specialised tasks to ensure that the operations of the eu-LISA remain firmly in line with the needs of Member States as end-users. SNEs are not employed by the Agency. The duration of their secondment is in accordance with the agreement reached with their original national administrations.

eu-LISA adopted implementing measures⁶⁵ on Seconded National Experts, which set out the SNE selection procedures, duration of secondment, working conditions, allowances and expenses.

e) Structural service providers

In 2019, eu-LISA continued to use external service providers for services or projects that could not be covered by the Agency's staff due to limited human resources, or the specialised nature of the qualifications or knowledge required and which are not available at the Agency. Structural service providers are not employed by the Agency but are contracted under a Framework Contract. Under a Framework Contract, services are provided after individual contracts are signed. The duration of individual contracts varies from a couple of months to one year. eu-LISA plans to continue using external service providers in the coming years following the signing of a new framework contract. In 2019, an existing Framework Contract was extended to enable the conclusion of the procurement procedure and signing of a new Framework Contract for the provision of external services in the years 2020-2024.

Table 2 below presents the services used in 2019.

⁶⁵ Notification of the MB decision, Document No. 2012-025 of 28 June 2012.

Table 2 - Structural service providers to eu-LISA in 2019

No	Tasks assigned	Resources in FTE	Tender procedure	Framework Contract duration	Service description
1.	External support	82 FTE ⁶⁶	<ul style="list-style-type: none"> FWC LISA/2014/OP/03 (lots 1-4)- FWC LISA/2019/OP/02 	<ul style="list-style-type: none"> 4 years extended from 2019 4 years (2020-2024). 	<p>This contract covers diverse services relating to (a) ICT and (b) administration that entail but are not limited to:</p> <ul style="list-style-type: none"> - Development and implementation of the internal IT infrastructure (the core corporate information systems such as Document Management System, Missions Management System). - Supporting the operational activities related to BMS and SIS. - Customisation and integrated governance for Activity-based Management including budgeting, project management, procurement and contract management. - Supporting performance of tasks such as internal and external communication, secretarial assistance; secretariat of the Management Board, etc. - Streamlining training, leave and time management activities in the remit of HR in preparation for the customisation and introduction of the e-HR tool.

B. Appraisal of performance and reclassification/promotions

2019 saw the fifth full reclassification exercise at eu-LISA in accordance with the respective rules. The results of this exercise are presented in Table 1 below.

The rate of promotions in 2019 was 24.56 %, which did not exceed the average rate in Annex IB to the Staff Regulations (26.63%). The average seniority in grades, however, at the time of the reclassification was 2.9 years, which was below the average set in Annex IB to the Staff Regulations (4.3 years).

Since 2017, eu-LISA has been reducing the rate of reclassification to align it with the average time spent in a grade according to the CEOS and the Implementing Rules on the Reclassification of Temporary Agents and the Contract Agents⁶⁷. At the same time, the eu-LISA Management Committee takes the approach that the high expectations for staff performance should be recognised independently of the number of years spent in the same grade. This is especially important when the impact of having insufficient staff in place to undertake the necessary tasks or projects increases the workload of those who are available. eu-LISA has had to respond to its extended mandate and rising expectations from stakeholders, all of which calls for additional and immediate contributions from existing staff. The recruitment of additional staff naturally takes time, whereas preparations for the new tasks were deemed urgent and had to start earlier. In these circumstances, a core group of staff who show ongoing dedication and put significant effort into achieving the Agency's objectives should not suffer the consequences of an approach to reclassification that reflects satisfactory or average performance over a number of years, or would result in an artificial lowering of performance levels.

⁶⁶ This number represents individual contracts signed or amended by the internal support services and the services being provided, as of 31.12.2019. In 2019, 37 specific contracts were signed: 26 TM (Time and Means) internal contracts and 11 external contracts (QTM - Quoted Time and Means and FP – Fixed Price).

⁶⁷ Decisions of the Management Board of eu-LISA No 2016-016 of 15 March 2016 laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union and No 2016-017 of 15 March 2016 on general provisions for implementing Article 87(3) of the Conditions of Employment of Other Servants of the European Union.

Table 1 – Reclassification of temporary staff/promotion of officials

Category and grade	Staff in service on 01.01.2018		Number of staff promoted / reclassified in 2019		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16	N/A	0			
AD 15	N/A	1			
AD 14	N/A	0			
AD 13	N/A	2		1	3
AD 12	N/A	4			
AD 11	N/A	1			
AD 10	N/A	5		1	3
AD 9	N/A	9		3	2.06
AD 8	N/A	10		3	2.33
AD 7	N/A	24		5	2.77
AD 6	N/A	9		5	2.60
AD 5	N/A	6		2	2.08
Total AD	N/A	71		20	2.51
AST 11	N/A	0			
AST 10	N/A	0			
AST 9	N/A	0			
AST 8	N/A	2		1	3
AST 7	N/A	4		1	2.17
AST 6	N/A	6		1	3
AST 5	N/A	13			
AST 4	N/A	10		2	3.21
AST 3	N/A	8		3	5.63
AST 2	N/A	0			
AST 1	N/A	0			
Total AST	N/A	43		8	3.94
AST/SC1	N/A	0			
AST/SC2	N/A	0			
AST/SC3	N/A	0			
AST/SC4	N/A	0			
AST/SC5	N/A	0			
AST/SC6	N/A	0			

Category and grade	Staff in service on 01.01.2018		Number of staff promoted / reclassified in 2019		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
Total AST/SC		0			
Total		114		28	2.92

Table 2 – Reclassification of contract staff

In 2019, the third reclassification of contract staff took place with the following outcome.

Function Group	Grade	Staff in service on 01.01.2018	Number of staff reclassified in 2019	Average number of years in grade of reclassified staff members
CA IV	18	1		
	17	1		
	16	3	1	2
	15	6	1	2
	14	12	5	2.52
	13	2	1	2.13
CA III	12	0		
	11	1		
	10	2		
	9	2		
	8	0		
CA II	7	0		
	6	0		
	5	0		
	4	0		
CA I		0		
Total		30	8	2.34

C. Mobility policy

The introduction of a new category of temporary staff (TA 2f) in the agencies under the new Staff Regulations of Officials and Conditions of Employment of Other Servants of the European Union, in force since 1 January 2014, facilitates mobility within eu-LISA and between agencies. In 2015, eu-LISA adopted a model decision⁶⁸ on the Engagement and use of temporary agents (TA 2 f). In November 2019, eu-LISA adopted a model decision on the engagement of contract agents⁶⁹, which facilitates the mobility of CAs to pursue employment.

In 2019, 2 persons left eu-LISA to work for the European Institutions or another European agency and, among the newly recruited staff members, 9 persons came from another European Institution, agency or body. However, only the two persons leaving the Agency can be considered within the legal framework of inter-agency mobility.

As standard practice, internal mobility needs and opportunities are assessed as each new vacancy or post arises. In addition, transferring posts is another option.

In 2019, a number of internal transfers and changes to various duties took place following the transformation of the Agency's organisational structure. This mainly impacted the staff in the Operations Department and to a much lesser extent the whole organisation. The outcome of the transformation of the Agency's organisational structure is presented in Annex X.

D. Gender and geographical balance

Gender distribution according to function type and level is presented in Table 1 below.

Table 1 – Staff of eu-LISA by gender

Gender	Administrators			Assistants		Total
	TA	CA	SNE	TA	CA	
Male	88	27	7	29	7	158
Female	24	15	1	13	12	65
Total staff	112	42	8	42	19	223

The lack of gender balance at eu-LISA is due to a large male population in the IT environment in the Agency's Operations Department in Strasbourg. Men's higher interest in employment at eu-LISA is visible also in the number of applications received in recruitment procedures. IT work environments across all types of organisations face the same challenge, and this is a reflection

⁶⁸ Decision of the Management Board of eu-LISA No 2015-166 of 11 November 2015 laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union.

⁶⁹ Decision of the Management Board of eu-LISA No 2019-271 of 19 November 2019 on the general provisions for implementing Article 79(2) of the Conditions of Employment of Other Servants of the European Union, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof.

of the education trends⁷⁰ for ICT studies. Solutions implemented by eu-LISA to facilitate work-life balance (flexitime, teleworking) have not changed the situation significantly. eu-LISA is encouraging applications from female candidates for the published posts and supporting the recruitment of successful female candidates. This approach has brought positive results. In 2019, the percentage of female staff increased by 7% (from 22% to 29%) compared to 2018.

Geographical balance

21 EU nationalities are represented at eu-LISA. This figure has remained the same over the last few years.

A broad geographical representation among staff contributes to the diversity of cultures and mutual exchange. With its main locations in Tallinn and Strasbourg, eu-LISA does not consider that the over-representation of the Estonian and French staff, up to 30% of the number of employees in the respective locations, constitutes a major distortion of the geographical balance. The largest group of the French personnel is due to the fact that part of the staff working for the French national authorities on the IT projects transferred to the Agency when it was set up and joined eu-LISA following the competition procedure for highly specialised posts.

The nationalities of the eu-LISA's staff (Temporary Agents) as per function group are presented in Table 2 below.

Table 2 – Staff of eu-LISA by nationality

eu-LISA - status on 31.12.2019.				
Nationality	AD	AST	Total AD + AST	Percentage
Austria (AT)	0	0	0	0.00%
Belgium (BE)	2	4	6	3.90%
Bulgaria (BG)	3	0	3	1.95%
Croatia (HR)	2	0	2	1.30%
Cyprus (CY)	0	0	0	0.00%
Czech Republic (CZ)	1	0	1	0.65%
Denmark (DK)	0	0	0	0.00%
Estonia (EE)	5	6	11	7.14%
Finland (FI)	0	1	1	0.65%
France (FR)	25	9	34	22.08%
Germany (DE)	6	1	7	4.55%

⁷⁰ At the Gartner conference 'Reimagine HR' held on 5-6 September 2018, it was stated that the percentage of women studying IT or ICT is below 50% and, of the graduates, only 15% of female graduates enter the labour market in the ICT field.

eu-LISA - status on 31.12.2019.				
Nationality	AD	AST	Total AD + AST	Percentage
Greece (EL)	17	1	18	11.69%
Hungary (HU)	4	2	6	3.90%
Ireland (IE)	1	0	1	0.65%
Italy (IT)	12	1	13	8.44%
Latvia (LV)	1	2	3	1.95%
Lithuania (LT)	2	3	5	3.25%
Luxembourg (LU)	0	0	0	0.00%
Malta (MT)	0	0	0	0.00%
Netherlands (NL)	2	1	3	1.95%
Poland (PL)	7	2	9	5.84%
Portugal (PT)	1	2	3	1.95%
Romania (RO)	15	4	19	12.34%
Slovakia (SK)	2	0	2	1.30%
Slovenia (SI)	0	0	0	0.00%
Spain (ES)	4	2	6	3.90%
Sweden (SE)	0	0	0	0.00%
United Kingdom (UK)	0	1	1	0.65%
Total staff	112	42	154	

In order to achieve a balanced representation of nationalities similar to the representation of nationalities in the general EU population, the Agency has been adding, since October 2014, specific messages to all its vacancy announcements encouraging candidates from under-represented countries in eu-LISA to apply.

The nationalities of the other groups of eu-LISA's staff (Contract Agents and the Seconded National Experts) are presented in Table 3 below.

Table 3 – eu-LISA's Contract Agents and SNEs by nationality

Nationality	eu-LISA - status on 31.12.2019		
	CA FG IV	CA FG III	SNE
Austria (AT)	0	0	0
Belgium (BE)	2	0	0

Nationality	eu-LISA - status on 31.12.2019		
	CA FG IV	CA FG III	SNE
Bulgaria (BG)	0	2	1
Croatia (HR)	0	0	1
Cyprus (CY)	0	0	0
Czech Republic (CZ)	0	0	0
Denmark (DK)	0	0	0
Estonia (EE)	1	8	0
Finland (FI)	1	0	0
France (FR)	12	3	0
Germany (DE)	1	1	1
Greece (EL)	10	3	1
Hungary (HU)	0	0	0
Ireland (IE)	1	0	0
Italy (IT)	1	1	2
Latvia (LV)	2	0	0
Lithuania (LT)	0	0	0
Luxembourg (LU)	0	0	0
Malta (MT)	0	0	0
Netherlands (NL)	0	0	0
Poland (PL)	2	1	1
Portugal (PT)	2	0	0
Romania (RO)	6	0	0
Slovakia (SK)	0	0	0
Slovenia (SI)	0	0	0
Spain (ES)	1	0	1
Sweden (SE)	0	0	0
United Kingdom (UK)	0	0	0
Total staff	42	19	8

The inherent difficulty of attracting applicants from some countries is adversely affected by a combination of factors. These factors mainly concern costs and distances (i.e. the relatively high costs of accommodation for non-nationals, considerable distances from many places of origin of the Agency staff members and consequent high transport costs to return/visit, the general conditions of the labour market in Estonia that make it difficult for family members of eu-LISA staff to find a job in the places of assignment, and the low correction coefficient in Tallinn).

The issue of geographical balance will continue to be addressed in future recruitment processes. The priority of selection processes is the merit of the candidates. However, in cases where two candidates have the same number of points in their evaluation, the nationals of countries that are not well represented in geographical terms will be recommended for recruitment to bring more balance and build on the existing staff diversity.

E. Schooling

In accordance with the Agency's Establishing Regulation, EU Member States hosting eu-LISA will provide the necessary conditions to ensure the proper functioning of the Agency, including among other facilities, multilingual, European-oriented schooling and appropriate transport connections. An agreement signed in 2014 with the European Commission for the financial contribution to the European Schools in Tallinn and Strasbourg sets out the yearly contribution that the Agency should pay for the number of pupils from its staff.

Twenty-five children of the eu-LISA staff attended the European School in Tallinn and fifty-seven children of the eu-LISA staff attended the European School in Strasbourg in 2019. With the Agency expansion in terms of staff, the contributions to the European Schools will increase in the coming years. For the school year 2018/2019, the Agency paid over EUR 570.000 and for the school year 2019/2020 over EUR 660.000.

In Tallinn and Strasbourg, there are other possibilities to obtain education based on an international curriculum or a national curriculum in the various national and international schools at all school levels in both cities.

For staff whose children are aged under 4 and who cannot attend the European Schools, eu-LISA introduced in 2014 a nursery allowance for the reimbursement of the costs of care for small children, at the kindergartens or nurseries with service contracts with eu-LISA. This initiative will continue also in the future, as it has a positive impact on the acceptance of job offers, especially in Tallinn, where this type of assistance for working parents is very appreciated. Seventeen staff members had availed of these nursery services for nineteen children by the end of 2019.

Annex V: Buildings

	Name, location and type of building	Other Comments
Information to be provided per building:	eu-LISA, Vesilennuki 5, Tallinn, Estonia	
Surface area (in square metres)	4 397.3 m ²	
Of which office space	1 161.4 m ²	
Of which non-office space	3 235.9 m ²	
Annual rent (in EUR)	N/A	
Type and duration of rental contract	N/A	
Host country grant or support	EE built and transferred new HQ for Agency in a non-exchange transaction	
Present value of the building	Fair market value of transferred land at time of transfer: EUR 3.16 m Construction value of transferred building property: EUR 8.5 m	

	Name, location and type of building	Other Comments
Information to be provided per building:	18 Rue de la Faisanderie 67100 Strasbourg, France	n/a
Surface area (in square metres)	7 842 m ²	
Of which office space	2 155 m ²	
Of which non-office space	5 687 m ²	
Annual rent (in EUR)		03/02/2017 the Agency acquired the previously rented modular office containers for EUR 60 000 (net)
Type and duration of rental contract	N/A	
Host country grant or support	FR granted the entire premises for 1 EUR in 29 May 2013	
Present value of the building	Building value: EUR 653 093 (net book value as of 31/12/2017) Land value: EUR 1 665 315 (net book value as of 31/12/2017)	

PUBLIC

185

eu-LISA SINGLE PROGRAMMING DOCUMENT 2021–2023

	Building under construction: EUR 18 987 421.94 (book value as of 30/09/2018)	
	Name, location and type of building	Other Comments
Information to be provided per building:	PLATON building, 4 Rue Jean Sapidus, 67400 Illkirch-Grafenstaden, Strasbourg, France	Temporary office space
Surface area (in square metres) Of which office space Of which non-office space	2 074.40 m ²	Additional data will be provided after the completion of the fitting out works planned for end of 2020.
Annual rent (in EUR)	EUR 541 107.24	
Type and duration of rental contract	Rent agreement (6 + 3 years)	
Host country grant or support	N/A	
Present value of the building	N/A	

	Name, location and type of building	Other Comments
Information to be provided per building:	Austrian Central Federal Back-Up Centre in Sankt Johann im Pongau, Austria	Back-up facility
Surface area (in square metres) Of which office space Of which non-office space	626 m ² 223 m ² 403 m ²	
Annual rent (in EUR)	EUR 591 328	Operational expenditure
Type and duration of rental contract	Indefinite Operational Agreement with Republic of Austria	
Host country grant or support	N/A	
Present value of the building	Data not available	

	Name, location and type of building	Other Comments
Information to be provided per building:	eu-LISA Liaison Office, 20 avenue d'Auderghem, 1040 Brussels.	In 2021 the LO office will change its location. The information will be

	98 m ² (four offices on 2nd floor)	updated, when the contract is signed.
Surface area (in square metres) Of which office space	98 m ² 98 m ²	
Annual rent (in EUR)	EUR 20 433	
Type and duration of rental contract	Rent agreement	
Host country grant or support	N/A	
Present value of the building	N/A	

Building project in Strasbourg

This building project, which was initiated in 2014, is in the acceptance phase.

Second extension of the operational site in Strasbourg

Considering the Agency's crucial role in the sustainable functioning of the Schengen Area and its contribution to the successful delivery of political and operational priorities in the Justice and Home Affairs area, and this will continue to grow in the coming years, the second extension of the operational site of the Agency in Strasbourg is an indispensable project for handling this expansion.

More specifically, it will ensure that there are adequate working conditions for the staff of the Agency and contractors working on-site, and compliance with current energy and environmental efficiency standards. The Agency will be able to deploy and manage the new systems entrusted to it, in an efficient, effective and optimised manner. In this way, the Agency will be able to deliver its new mandate while continuing to guarantee the availability, confidentiality, integrity and evolution of the systems already entrusted to it.

Following the preliminary information to the budgetary authority regarding eu-LISA's future building project, sent on 2 April 2019, and the commitment of the French state to support the Agency in this project, eu-LISA focused on the signing an agreement with the French Authorities and the completion of the procurement process for the acquisition of a programmer's services.

As a result of the Agency's engagement with the French Ministry of Interior and in particular the *Secrétariat général pour l'administration du ministère de l'Intérieur* (SGAMI), a pre-feasibility study was produced by the SGAMI experts based on the requirements set out in the 2019-046 Management Board document (*Justification note for the second extension of the operational site in Strasbourg*) and taking into account the additional requirements of the 'tender–design–tender–build' phases for the project delivery.

The conclusion of the study is a significantly revised project plan, entailing a revised distribution of the financial resources for the whole project. In this respect, the expected acceptance of the new building has been postponed from April 2023 to April 2026.

The following table contains the major milestones in the updated planning for the second extension project.

Milestone	To be achieved by
Adoption of the Business Case by the eu-LISA Management Board	March – 2018
Preliminary information to the Budgetary Authority	April – 2019
Start of the functional requirements tender – Programmer (negotiated procedure)	April – 2019
Signature of the functional requirements contract with the Programmer	December – 2019
Functional requirements concluded	December – 2020
Start of the technical design tender based on the functional requirements	December – 2020
Signature of the technical designer's contract	October – 2021
Start of the technical design study	October – 2021
Detailed design concluded	March – 2023
Management Board approval of the construction project	March – 2023
Management Board request to the Budgetary Authority	April – 2023
Contract signature approved by the Budgetary Authority	June – 2023
Building construction tender including signature of works execution contract	April – 2024
Start of building work	April – 2024
Acceptance of construction	April – 2026

The estimated budgetary distribution in EUR has been updated as follows:

2020	2021	2022	2023	2024	2025	Total in EUR
700,000	29,000	1,800,000	2,000,000	10,283,400	14,615,300	29,427,700

The project timeframe and the financial envelope will be further refined on the conclusion of the programmer's services. The programmer contract was signed in December 2019 and the kick-off meeting for the project took place on 23 January 2020.

Annex VI: Privileges and immunities

Agency privileges	Staff privileges	
	Protocol of privileges and immunities/diplomatic status	Education / pre-school facilities
<p>eu-LISA's statutory staff in Tallinn, provided they are not permanent residents in Estonia before taking up their employment in the Agency, will receive reimbursement from the Estonian government of a sum equal to the VAT paid for the purchase of goods in Estonia (limited to a specific list of goods) during a period of 1 year from taking up duties at the Agency in Tallinn to facilitate their residence in Estonia.</p> <p>eu-LISA's statutory staff in Tallinn and family members forming part of their household are exempt from all compulsory contributions to the Estonian social security scheme insofar as they are covered by the scheme of social security benefits of officials and other servants of the Union.</p>	<p>Headquarters Agreement between eu-LISA and the Republic of Estonia, Article 12</p>	<p>An Accredited European School was established in Tallinn in Autumn 2013. The European School follows the type II curriculum at nursery, primary and secondary-level.</p> <p>Children from the age of 4 are admitted to the European School.</p>
<p>eu-LISA's statutory staff in Strasbourg and family members forming part of their household are exempt from all compulsory contributions to the French social security scheme insofar as they are covered by the scheme of social security benefits of officials and other servants of the Union. To the extent that they are covered by the social security scheme of their state of origin, seconded experts are also exempt from all compulsory contributions to the French social security scheme.</p>	<p>Agreement on the technical site of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice between eu-LISA and the Government of France, Article 13.</p>	<p>The French government has made a commitment to finding the best possible solution for educating children of the staff of the Agency and family members forming part of their household and offering them a primary and secondary-level education tailored to their individual needs and providing them with the opportunity to obtain internationally recognised qualifications. The government has made a further commitment to ensuring that access to the European School of Strasbourg, which offers a baccalaureate recognised by all EU Member States, is guaranteed for the children of Agency staff and members of their families forming part of their household, in accordance with Article 4 of the Accreditation and Cooperation Agreement between the Board of Governors of the European Schools and the European School of Strasbourg, signed in Brussels on 24 May 2011.</p>

Annex VII: Evaluations

Ex-Ante Evaluations

In November 2017, the Management Board of the Agency adopted an ex-ante evaluation policy, process and criteria (including the financial threshold) for the selection of projects for ex-ante evaluation, as stated in the Agency's document 2017-173. The aim of this document is to assess the opportunity and feasibility of proposed projects, in line with the Agency's strategic goals and objectives, and forms part of eu-LISA's Strategy Planning cycle. It also acts as a quality control by providing, from an early stage, the mechanism for assessing data readiness by identifying gaps and inconsistencies as well as detecting non-compliance with applicable quality criteria. The 2018 Ex-ante Evaluation Policy annual review highlighted that the Ex-ante Evaluation cycle, which spans a two-year period, would benefit from a revised evaluation approach by tailoring the assessment requirements to the Ex-ante Evaluation process steps. As a result, an optimised two-step approach has been implemented since 2019, comprised of an opportunity assessment (step 1) followed by a feasibility assessment (step 2) in the following year

Following the above decision of the Management Board and adoption of the updated approach, the following projects, included in SPD 2021–2023 will be subject to ex-ante evaluation, Phase 1 Opportunity Assessment:

Ref No	Title of Activity
2.2.1.22	Implementation of CBS Identity and Access Management Service
2.2.1.21	Executing a study of the options for further enhancing the integration of advanced Security monitoring and operations capabilities into the Operations Unit and Security Unit
2.2.3.1	Feasibility study and Implementation of a biometric Toolset
2.1.4.2	ITSM Tools improvements and customisation, addressing the new initiatives, and the outcomes of regular process and service reviews
2.1.4.3	New service and process definitions as part of the eu-LISA's ITSM Framework
2.3.9	eu-LISA Project Management Career Centre
2.3.6	ITIL Implementation in Corporate IT Services
2.1.1.6	SIS unplanned evolutions
2.3.6	Implementation of a Document Management System for eu-LISA
2.3.6	Corporate IT Infrastructure and Applications Migration to Cloud

Systems' Performance Evaluations

To evaluate and monitor the performance of the system managed by eu-LISA and to support the execution of the requirements of Article 19.1(ff) of Regulation (EU) 2018/1726 to report on the technical functioning of SIS and VIS, the Management Board has approved a Standard Service Level Agreement (document 2013-084).

Internal Control Framework (ICF)

Internal control applies to all activities, irrespective of whether they are financial or non-financial. The process helps an organisation to achieve its objectives and sustain operational and financial performance, while respecting the rules and regulations. It supports sound decision-making, by taking into account risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls. An internal control system allows management to stay focused on the Agency's operational and financial objectives.

A framework of 17 internal control principles, as adopted by the eu-LISA Management Board (decision 2019-042 of 19 March 2019), is the internal control framework (ICF) followed in eu-LISA. The ICF is based on standards set by the European Commission for its own departments, and takes account of risks associated with the management environment and the nature of eu-LISA's operations. The Management Board approved the ICF for the Agency and entrusted the Executive Director with its implementation.

The ICF is designed to provide reasonable assurance of the achievement of the objectives set out in Article 30 of eu-LISA Financial Rules: '(1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities, and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned'.

In the first part of the year, the Agency's Manager in charge of risk management and internal control will work with managers to assess the presence and functioning of all internal control components to provide the necessary assurance to the Executive Director that the internal controls in place are well designed and function as intended.

The following table shows eu-LISA's ICF with its five internal control components and 17 principles:

Components	Principles
CONTROL ENVIRONMENT	1. Demonstrates commitment to integrity and ethical values 2. Exercises oversight responsibility 3. Establishes structure, authority and responsibility 4. Demonstrates commitment to competence 5. Enforces accountability
RISK ASSESSMENT	6. Specifies suitable objectives 7. Identifies and analyses risk 8. Assesses fraud risk 9. Identifies and analyses significant change
CONTROL ACTIVITIES	10. Selects and develops control activities 11. Selects and develops general control over technology 12. Deploys through policies and procedures
INFORMATION AND COMMUNICATION	13. Uses relevant information 14. Communicates internally 15. Communicates externally
MONITORING ACTIVITIES	16. Conducts ongoing and/or separate assessments 17. Assesses and communicates deficiencies

Annex VIII: Corporate risks in 2021⁷²

The following risk list, together with the open risks from the previous years, constitutes the Corporate Risk Log for eu-LISA.

RISK 1	Over-reliance on external contractors to perform sensitive functions and loss of control over strategy execution due to outsourcing of core capabilities
RISK 2	Insufficient allocation of funds within the new MFF to cover necessary tasks
RISK 3	Potential non-compliance with Health and Safety requirements and regulations due to lack of Health and Safety risk assessment
RISK 4	Inability to recruit high profile candidates (AD7+) with necessary experience (10-15 years) to perform the Agency's tasks. The nature, complexity and magnitude of its activities call for highly qualified and experienced staff
RISK 5	The lack of adequate physical space in time to accommodate the Agency's additional staff and essential activities
RISK 6	Because of lower than expected project management capabilities and maturity, the Agency might not be able to <ul style="list-style-type: none"> - to achieve its strategic objectives - to establish, maintain and exert full control over the development of the new generation large scale IT systems
RISK 7	The Agency might be insufficiently prepared for the new Transversal Procurement paradigm that requires increased effort to manage relationships between the different contractors involved
RISK 8	Technical support model and capacity: the significant increase in requests addressed to the Agency's technical support functions after the Entry into Operation of new systems may lead to severe degradation of the technical support for the new and existing systems. This may lead to the Agency's non-compliance with the legal basis, KPIs, which would cause significant reputational damage to the Agency
RISK 9	Management of numerous people onboarded at once: so far, eu-LISA has coped with onboarding needs in pace with the recruitment speed but there is a risk that the Agency might not cope with a high volume of newcomers at once and ensure that the newly recruited staff are acquainted with the work, have the sufficient level of business knowledge and conform to the Agency's working principles

Risk	Response and Action plan	Risk Owner
RISK 1	Response: Mitigate Action Plan: Finalisation of sourcing strategy Evolution of Service Catalogue Define the contract management policy and procurement guidelines	Executive Director
RISK 2	This risk was closed during the first quarterly review in March 2020: The Agency has done what was possible within its mandate. The final decision on the MFF is taken by COM	Executive Director
RISK 3	Response: Mitigate Action Plan: The first Call for Tender failed as the Agency did not receive any offer. The Agency initiated a process by identifying contractors that could be interested in submitting an offer. The next timeframe for launching a Call for Tender is end October 2020	Head of CSU

⁷² Resulting from the Corporate Risk Activities (Risk Collection and Assessment, Annual Workshop) undertaken in Q4, 2019 and follow-up in 2020.

RISK 4	<p>Response: Mitigate</p> <p>The Risk is broader than the transformation of the Operations Department to which it initially referred</p> <p>Action Plan:</p> <p>Optimisation of the recruitment process</p>	Head of HRU
RISK 5	<p>Response: Mitigate</p> <p>Action Plan:</p> <p>Lease agreement signed</p> <p>The contractor has 5 months to prepare the premises being rented. It is expected that the Agency will have access to temporary office space by the end of March/ beginning of April 2021</p>	Head of CD Head of OD
RISK 6	<p>Response: Mitigate</p> <p>The risk describes a current situation and therefore could be considered as an issue. However the item is kept because it highlights the limitation in the Agency's capacity to fulfil its actual and future mandate</p>	Head of PPU
RISK 7	<p>Response: Mitigate</p> <p>The risk probability could be lowered through the approach already taken for the transversal procurement</p> <p>Action Plan:</p> <p>Establishment of OLA's conflict resolution guidelines</p> <p>Set-up of vendor management processes</p>	Head of PPU
RISK 8	<p>Response: Mitigate</p> <p>Action Plan:</p> <p>Review of the operational processes and service catalogue is ongoing; new estimates are being prepared for new functionalities (CAC), recruitment ongoing</p> <p>Further need for resources assessed and included in PD2022</p> <p>Security risk assessment performed and consolidated in the system security plan</p>	Head of SOU Head of SCU Head of HRU
RISK 9	<p>Response: Mitigate</p> <p>Action Plan:</p> <p>Onboarding strategy reviewed to include:</p> <ul style="list-style-type: none"> - an adjustment of the logistics - management of internal stakeholders' availability - close monitoring after the onboarding period 	Head of HRU

Annex IX: Procurement plan 2021

This Annex shows the tenders planned for 2021, in direct support of the Agency's operational activities (Title III) included in the programming document/financial statement, with an estimated value above EUR 139 000. As available, information is also provided on any non-operational tenders.

The Procurement plan does not include specific contracts under Framework Contracts awarded by the Agency, the European Commission or other EU Institutions or bodies.

No	PD Reference Number	Title of the annual activity	Scope	Procurement procedure	Indicative timeframe for launching the procurement	Project cost estimate (EUR)	Contract type	Duration of contract (Years)	Comments
1	2.2.1.9	Integration of the Single Integrated Monitoring solution with the Event management process, for all the systems in operation (continuation from 2020)	Operational activities	Restricted	Q4 2021	0.45 million	FwC	4	n/a
2	2.2.1.19	ECRIS-TCN implementation (continuation from 2020)	Operational activities	Restricted	Q2 2021	3.77 million	FwC	4	n/a
3	2.2.1.17 and multiple	Transversal engineering framework (continuation from 2020)	Operational activities	Open/Restricted	tbc (for lots not awarded in 2020)	Lot 1 - 175 million Lot 2 - 175 million Lot 3 - 440 million Lot 4 - 180 million	FwC	4+1+1	4 separate lots. Design, quality, development, infrastructure, platforms and test services. The scope comprises ETIAS development, and the needs of other systems.
4	Multiple	Transversal operations framework (continuation from 2020)	Operational activities	Open/Restricted	tbc	tbc	FwC	4+1+1	Daily operations and corrective maintenance

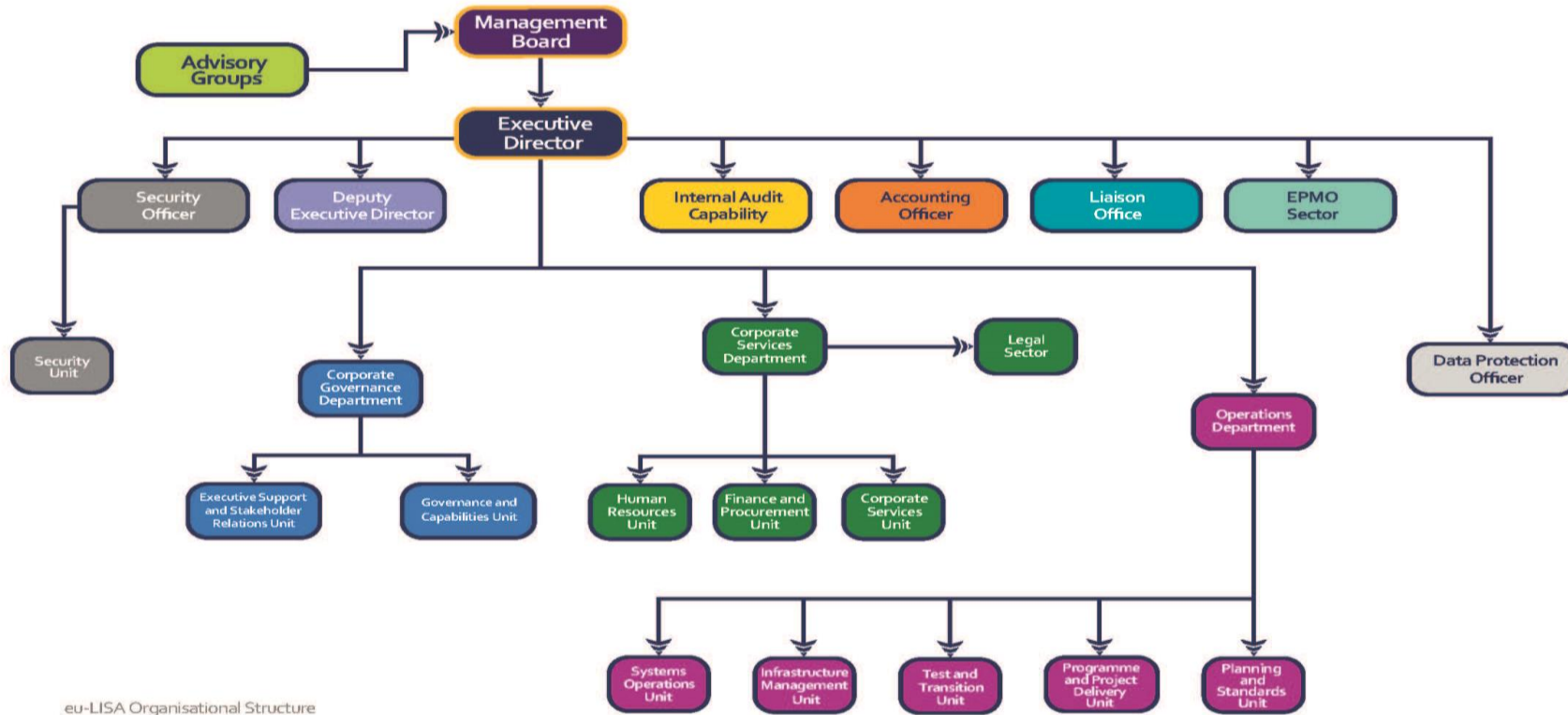
Annex X: Organisational chart 2021–2023

In 2019, eu-LISA changed its organisational structure to reflect its extended mandate and scope of its new responsibilities, as well as to accommodate additional staff approved for the Agency in 2018-2020. As a result of the re-organisation, the following changes were introduced to the organisational chart of the Agency:

- The function of Deputy Executive Director was added to the organisational structure.
- A new department (Corporate Governance Department) was created with two units: Executive Support and Stakeholder Relations Unit, and the Governance and Capabilities Unit. The General Coordination Unit ceased to exist.
- In the Executive Support and Stakeholder Relations Unit, two sectors were created: the Communication Sector and the Stakeholder Management and Support Sector.
- In the Governance and Capabilities Unit, two sectors were created: the Planning and Corporate Affairs Sector and Capability Building Sector.
- In the Security Unit, a third sector was created and the unit consists of three sectors: the Protective Security and Continuity Sector, the Security Policy and Coordination Sector and the Information Security and Assurance Sector.
- In the Corporate Services Department, a Legal Sector was created.
- In the Human Resources Unit two sectors and a team were established: Personnel Administration Sector, the Learning and Development Sector and the Recruitment Team.
- In the Corporate Services Unit, in addition to the existing General Services Sector and the ICT Services Sector, the Information Management Services team was established.
- In the Operations Department, the two existing units were renamed to reflect their new functions and three new units were created. The Operations Department consists of 5 units listed below.
- The Planning and Standards Unit includes four sectors: Business Relations Management Sector, Operational Planning Sector, Architecture Sector, and Product Management Sector.
- The Programme and Project Delivery Unit includes two sectors: Programme and Project Management Sector and Vendor and Contract Management Sector.
- The Test and Transition Unit includes two sectors: Test Management Sector and Transition Management Sector.
- The Infrastructure Management Unit includes four sectors: Infrastructure Services Sector, Data Centre Services Sector, Application Management Services Sector, and Network Services Sector.
- The Systems Operations Unit includes three sectors: First Level Support Sector, Second Level Support Sector and the ITSM Process Management Sector.

The organisational chart shows the situation on 31 December 2019. A table below the chart shows the number of posts, which have been occupied to date, and the number of vacant posts in each organisational entity of eu-LISA.

eu-LISA organisational structure on 31 December 2019.



eu-LISA Organisational Structure
31.12.2019

PUBLIC

Headcount according to the organisational structure of 1 September, and the status on 31 December 2019.

Department	Unit	Number of posts ⁷²						Total
		TA		CA		SNE		
		Occupied	Vacant	Occupied	Vacant ⁷³	Occupied	Vacant	
ED	ED	7	2	7	0	1	0	17
N/A	Security	10	0	5	1	2	0	18
Corporate Governance Department	N/A	0	1	0	0	0	0	1
Corporate Governance Department	Executive Support and Stakeholder Relations Unit	7	0	4	-10	0	0	10
Corporate Governance Department	Governance and Capabilities Unit	5	2	2	0	3	0	12
Corporate Services Department	N/A	2	1	1	0	0	0	4
Corporate Services Department	Human Resources Unit	6	2	7	-2	0	0	13
Corporate Services Department	Finance and Procurement Unit	18	3	5	3	0	0	29
Corporate Services Department	Corporate Services Unit	9	0	7	0	0	1	17
Operations Department	N/A	2	0	0	0	0	0	2
Operations Department	Planning and Standards Unit	21	4	4	2	1	0	32
Operations Department	Programme and Project Delivery Unit	12	1	6	9	1	0	29
Operations Department	Test and Transition Unit	12	0	2	5	0	0	19
Operations Department	Infrastructure Management Unit	19	1	4	8	0	2	34
Operations Department	Systems Operations Unit	24	0	7	0	0	0	31
Operations Department	To be decided	0	1	0	2	0	0	3
Total		154	18	61	27	8	3	271

⁷² Occupied posts do not include issued job offers.

⁷³ Negative balance means that there is a short-term post in the Unit created to fill in the gap in staff that has an impact on the recruitment figures.

Annex XI: Standard SLA

In 2013, the Management Board of eu-LISA adopted document **2013-084 Standard SLA for IT systems managed by eu-LISA**, which defines the services provided by eu-LISA to the Member States within its mandate.

Annex XII: Common Service Level indicators

The Common Service Level Indicators applicable for all large-scale IT systems are described in eu-LISA's **Service Level Management policy, Annex 2 SLA report requirements**.

Annex XIII: Studies and impact assessments related to SPD 2021–2023

Area	Title	Status, justification and link to the 2021 annual work programme
Interoperability	Study on the uninterrupted availability of the systems entrusted to eu-LISA;	The study is ongoing and is planned to be completed before the end of 2020. This study was required under the new eu-LISA Regulation and the new SIS Regulations. It will provide additional accuracy to the estimations of the space requirements related to the new data centre and associated costs (activity 2.3.7: Second extension of eu-LISA operational premises in Strasbourg)
sBMS	Feasibility study and Implementation of a biometric toolset	During 2021, a feasibility study will be carried out to achieve independence from the contractor in relation to the databases and tools used for the qualification of biometric matching systems. The scope of this activity includes the potential implementation of biometric databases and related tools used by eu-LISA for testing purposes. This study is listed in the annual work programme as activity 2.2.3.1 Feasibility study and implementation of a biometric toolset
SIS	Study on a better comparison algorithm and/or technologies	In order to implement the parallelisation of data consistency checks (DCC), a study on a better comparison algorithm and/or technologies is planned for 2021. It will be carried out as part of activity 2.1.1.6 SIS unplanned evolutions
CSI	Backup-as-a-service study	The Agency completed in 2020 a backup-as-a-service study. The outcomes of the study included the selection of a tool and a blueprint for the implementation of the backup-as-a-service. This study will contribute to the evolution of the infrastructure from 'infrastructure-as-a-service' to 'platform-as-a-service'
CSI	CSI Architecture (incl. Security SIEM blueprint) and Service Catalogue	The Agency completed in 2020 a study on the CSI architecture and service catalogue, supporting the laaS delivery model.
CSI	Study on CBS Unified	The Agency completed in 2020 a study on unified reporting. The outcomes of the study will be used in the development of the CRRS and the implementation of the interoperability regulations.
CSI	Study on Data Centre Assessment	The Agency started in 2019 and completed in 2020 a study on data centre assessment. The outcomes of the study will be used to prepare the data centres for the deployment of new systems.
CSI	Study on Application Lifecycle Management (ALM)	The Agency started in 2019 and completed in 2020 a study to prepare for the implementation of the Application Lifecycle Management capability. The outcomes of this study will be used in activity 2.1.2.2 Support of Application lifecycle management.
ITSM	Study on eu-LISA monitoring requirements	The Agency will carry out in 2021 a study on monitoring requirements, as part of activity 2.2.1.9 Integration of the Single Integrated Monitoring Solution with the event management process
ITSM	ITSM tools improvements and customisation, addressing the new initiatives , as well as the outcome from the regular process and services reviews	In 2021, eu-LISA plans to conduct a study on the collection and analyses of new capabilities, new functionalities and improved features of the eu-LISA ITSM tools. This study will be part of activity 2.1.4.2 ITSM tools improvements and customisation, addressing the new initiatives , as well as the outcome from the regular process and services reviews.