EUROPEAN UNION AGENCY FOR THE OPERATIONAL MANAGEMENT OF LARGE-SCALE
IT SYSTEMS IN THE AREA OF FREEDOM, SECURITY AND JUSTICE

PROGRAMMING DOCUMENT

SINGLE PROGRAMMING DOCUMENT

2022–2024

eU-LISA

EUROPEAN UNION AGENCY FOR THE OPERATIONAL MANAGEMENT OF LARGE-SCALE IT SYSTEMS IN THE AREA OF FREEDOM, SECURITY AND JUSTICE

SINGLE PROGRAMMING DOCUMENT 2022−2024

2020-323 REV 2

ADOPTED BY THE EU-LISA MANAGEMENT BOARD ON 17 NOVEMBER 2021

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Abbreviations and acronyms

AFIS	Automated Fingerprint Identification System
ALM	Application Lifecycle Management
AG	Advisory Group
ANPR	Automated Number Plate Recognition
AO	Accounting Officer
BCU	Backup Central Unit (backup centre in St Johann im Pongau)
BMS	Biometric Matching System
BC	Business Case
CA	contract agent
CAAR	Consolidated Annual Activity Report
CBS	Core Business System
CD	Corporate Services Department
CEOS	Conditions of Employment of Other Servants of the European Union
CG	Carrier Gateway
CI	Carrier Interface
CIR	Common Identity Repository
CMDB	Configuration Management Database
CMMI	Capability Maturity Model Integration
COM	European Commission
COTS	Commercial off-the-shelf
CRRS	Central Repository for Reporting and Statistics
CSI	Common shared infrastructure
CSIRT-EULISA	Computer Security Incident Response Team of eu-LISA
CSU	Corporate Services Unit
CU	Central Unit
DC	Data Centre
DCaaS	Data Centre as a Service
DG DIGIT	Directorate-General for Informatics
DoI	Declaration of Interest
DPO	Data Protection Officer
DTS	Detailed Technical Specifications
DubliNet	Communication network for Eurodac
EC	European Commission
ECA	European Court of Auditors
ECAB	Emergency Change Advisory Board
e-CODEX	e-Justice Communication via Online Data Exchange
ECRIS RI	European Criminal Records Information System Reference Implementation
ECRIS-TCN	European Criminal Records Information System — Third Country Nationals
ED	Executive Director of eu-LISA
EDPS	European Data Protection Supervisor
EES	Entry/Exit System
EiO	Entry into Operation
EIRA	European Interoperability Reference Architecture
EMS	Environmental Management System
ENISA	European Union Agency for Cybersecurity
EOL	End of life cycle
EPMO	Enterprise Project Management Office
EPO	Endpoint Policy Orchestrator & Device Control
ESP	European Search Portal

ESU	Executive Support and Stakeholder Relations Unit
ETIAS	European Travel Information and Authorisation System
EFTA	European Free Trade Association
EU	European Union
EU FP for R&I	
	European Union Framework Programme for Research and Innovation
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
Eurodac	European Asylum Dactyloscopy Database
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
EUWS	End User Works Station (eu-LISA CBS management network)
FFR	Financial Framework Regulations
FG	Function Group
Frontex	European Border and Coast Guard Agency
FTE	Full-Time Equivalent
FwC	Framework Contract
GCU	Governance and Capabilities Unit
HA	High Availability
HR	Human Resources
HRU	Human Resources Unit
HW	Hardware
IA	Impact Assessment
IAC	Internal Audit Capability
IAR	Impact Assessment Report
IAs	Implementing Acts
IAS	Internal Audit Service of the European Commission
IATA	International Air Transport Association
ICD	Interface Control Document
ICF	Internal Control Framework
ICT	Information and Communication Technology
Interpol	International Criminal Police Organisation
IMU	Infrastructure Management Unit
IO	Interoperability
IR	Implementing Regulation
ISMS	Information Security Management System
IT	information technology
ITIL	IT Infrastructure Library
ITSM	IT service management
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
LFS	Legislative Financial Statement
MC	Management Committee
MB	Management Board
MID	Multiple-Identity Detector
MRMIC	Manager in charge of risk management and internal control
MS	Member States
MWO	Maintenance in Working Order
NUI	National Uniform Interface
NTP	Network Time Protocol
OCAB	Operational Change Advisory Board
OJ	Official Journal of the European Union
OPS	Operations Planning Sector

OLA	Operational Level Agreement
PD	Programming Document (also Single Programming Document, SPD)
PMB	Programme Management Board
PfA	Proposal for Adaptation
PNR	Passenger Name Record
PPE	Pre-Production Environment (platform)
PPM	Project Portfolio Management
PRD	Production Platform
PSU	Planning and Standards Unit
R&D	Research and Development
R&TM	Research and Technology Monitoring
RCA	Root Cause Analysis
RFC	Request for Comments
RfO	Request for Offer
SAT	Security Assessments and Testing
sBMS	Shared Biometric Matching Service
SCU	Security Unit
SGAMI	Secrétariat général pour l'administration du ministère de l'Intérieur
SIRENE	Supplementary Information Request at the National Entries
SIS	Schengen Information System
SiMS	Single Integrated Monitoring Solution
SLA	Service-Level Agreement
SM9	HP Service Manager version 9
SMA	Security Management & Assurance
SNE	Seconded National Expert
SOE	Security Operations & Response
SPD	Single Programming Document
SPoC	Single Point of Contact
SR	Service Request
SW	Software
SYSPER	Human Resource Management information system of the European Commission
TA	Temporary Agent
TAP	Turnkey Access Point
TBD	to be decided
TEF	Transversal Engineering Framework
TESTA-ng	Trans European Services for Telematics between Administrations — new generation
TOF	Transversal Operations Framework
TRMS	Transition Management Sector
TTS	Technical Tender Specifications
TTU	Test and Transition Unit
USK	User Software KIT
VIS	Visa Information System
WAN	Wide-Area Network
WP	Work Package
WS	Web Services
WSUS	Windows Server Update Services

Foreword

2022 marks an important milestone in the evolution of the European Union Agency for the Operational Management of Large-Scale IT Systems in the area of Freedom, Security and Justice (eu-LISA). In making the Agency's 10th year of existence, the Agency will have reached a comfortable cruising speed in delivering its full mandate as outlined in the eu-LISA Establishing Regulation[1]. Looking back over the past decade, eu-LISA has proven itself as a trusted and reliable partner for the European institutions and the Member States in the practical implementation of the relevant policies in the domain of justice and home affairs. What is more, eu-LISA has become an invaluable adviser and key contributor to the ongoing digital transformation in this domain within the EU.

Looking forward, 2022 will be an extremely challenging year for eu-LISA as it is expected to successfully complete the implementation and entry into operation of the Entry/Exit System (EES) and the European Travel Information and Authorisation System (ETIAS), and it will proceed with the implementations of ECRIS-TCN and the new interoperability architecture. These projects constitute an essential part of eu-LISA's broader effort to support and accelerate digital transformation in internal security and in border and migration management across the EU. In addition, eu-LISA will spearhead the implementation of the revised VIS Regulation, and possibly the Eurodac Recast Regulation as well. At the same time, and while the Agency is entrusted with the overall responsibility for ensuring the uninterrupted availability of the existing large-scale IT systems, it is also undergoing its own internal transformation to effectively deliver its full mandate.

The concurrent implementation of all these highly challenging and critical tasks has created an extremely complex operational environment for eu-LISA. Nevertheless, I am confident that given the Agency's newly upgraded organisational structure, together with improved processes and internal controls, eu-LISA will deliver excellent results.

The complexity of eu-LISA's operational environment is reflected in the Agency's annual plan for 2022, taking guidance from the following two sets of priorities:

Core business priorities:

- Ensuring the stable and uninterrupted operation and services of Core Business Systems (i.e., EU's large-scale IT systems).
- Proceeding with the implementation of new initiatives (i.e. EES, ETIAS, Interoperability, ECRIS-TCN, VIS Recast, Eurodac Recast) in accordance with agreed roadmaps.
- Progressing with the second extension of eu-LISA's technical site in Strasbourg, France.

Horizontal organisational priorities:

- Further strengthening of the Agency's internal control system, with particular emphasis on quality management (including contract and vendor management).
- Further development and strengthening of programme and portfolio management capabilities.

'eu-LISA has proven itself as a trusted and reliable partner for the European institutions and the Member States.'

Krum GARKOV

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[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.

The purpose of this Single Programming Document (SPD) for the 2022–2024 period is to provide a detailed overview of the activities to be undertaken by eu-LISA in 2022, and of the human and financial resources allocated for delivering the stated objectives. Furthermore, it provides a multiannual outlook for the period until 2024, covering eu-LISA's major activities and projects together with allocated resources. In this SPD, the Agency is introducing its new approach to presenting relevant key information in order to reflect eu-LISA's new programme-centred operating model that was unveiled in September 2019. The aim of this new approach to reporting is to optimise and consolidate the information presented, while ensuring compliance with the requirements for mandatory reporting set by the European Commission[2].

This SPD has been prepared in accordance with the requirements set out in Article 44 of eu-LISA's Establishing Regulation, and Article 32 of the eu-LISA Financial Rules.

In addition to the foregoing, the SPD serves the following purposes:

- To provide the Agency's staff with guidance on eu-LISA's priorities and to drive the work planning of individual departments, units and sectors, taking into consideration both the Agency's own objectives, as well as the EU's overarching political priorities.
- To ensure transparency for the Agency's stakeholders, and give assurance that eu-LISA is taking a methodical and consistent approach towards the implementation of its mandate, and making efficient use of allocated human and financial resources.
- To serve as a guiding decision for the distribution of the approved budget of the Agency for activities planned in 2022.

Finally, in addition to providing an overview of the Agency's priorities for the year 2022, this SPD looks ahead with details of the activities and resources planned for the period 2022–2024, aligned with eu-LISA's overarching strategic goals and objectives of the Agency's long-term strategy. It is my hope that this new approach to operational programming and reporting will provide our stakeholders and the public with a comprehensive overview of relevant information about our current and future activities, thus fostering a better understanding of eu-LISA's long-term operational focus.

Krum Garkov
Executive Director

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[2] C(2020) 2297 final

Mission statement

The purpose of the Single Programming Document 2022−2024 of the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) is to give a structured overview of the activities and objectives of the Agency planned for the abovementioned period.

Background information

The Agency was established in 2011 by Regulation (EU) No 1077/2011, becoming operational on 1 December 2012, to provide a long-term solution at the EU-level for the operational management of large-scale IT systems in the area of freedom, security and justice. On 11 December 2018, eu-LISA's Establishing Regulation (EU) 2018/1726 entered into force, thus repealing and replacing the previous eu-LISA regulation. The revised Regulation expanded the Agency's mandate, strengthening eu-LISA's capacity to improve and develop information systems for European security, border management and migration, as well as broadening the scope of the Agency's work in research and innovation.

Currently, eu-LISA oversees the operational management of the following European large-scale IT systems: the Schengen Information System (SIS),[3] the Visa Information System (VIS)[4] and the European Asylum Dactyloscopy Database (Eurodac)[5]. These systems, and their respective communication infrastructures, are essential for the smooth functioning of the Schengen Area. At the external borders of the Schengen Area, these IT systems are critical to the efficiency of border management and ensuring the implementation of common EU asylum and visa policies.

At the same time, the Agency is developing the Entry/Exit System (EES)[6], the European Travel Information and Authorisation System (ETIAS)[7], the centralised system for the identification of Member States holding information on third-country nationals and stateless persons (ECRIS-TCN)[8], and the new components that will shape the framework for the interoperability of the systems entrusted to the Agency, as per the interoperability regulations[9].

Our mission, vision and core values

The Agency's mission is based on its legal mandate provided in Regulation (EU) 2018/1726 and focuses on **supporting through technology the efforts of the EU and its Member States to keep Europe open and secure**.

This mission is delivered through the Agency's vision, which is to **provide high-quality and efficient services and solutions, systematically aligning the capabilities of technology with the evolving needs of the EU and the Member States, maturing as a recognised and trusted partner in driving the digital transformation** in the Justice and Home Affairs (JHA) domain.

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

- **Accountability**: deploying a sound governance framework, cost-efficient operations and sound financial management.
- **Transparency**: providing regular and open communication with the Agency's key stakeholders and engaging them in a continuous dialogue to define a long-term strategy on the Agency's development.
- **Excellence**: having the right organisational structure, the right people and the right processes in place, ensuring the service continuity and functional comprehensiveness of tools provided to the Member States.
- **Continuity**: ensuring that the Agency makes the best use of expertise, knowledge and investments made by the Member States and continues to develop them.
- **Teamwork**: seeking to empower each individual team member to make the best use of their knowledge and experience, thus contributing to shared success.
- **Customer focus**: ensuring that the Agency is aligned at any time with the needs and demands of its stakeholders.

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[3] Regulation (EU) 2018/1860, Regulation (EU) 2018/1861 and Regulation (EU) 2018/1862, OJ L 312, 7.12.2018, p. 1-106; Regulation (EC) No 1986/2006 and Regulation (EC) No 1987/2006, OJ L 381, 28.12.2006, p. 1-23; Council Decision 2007/533/JHA, OJ L 205, 7.8.2007, p. 63-84.

[4] Regulation (EC) No 767/2008, OJ L 218, 13.8.2008, p. 60−81.

[5] Regulation (EU) No 604/2013, OJ L 180, 29.6.2013, p. 31-59.

[6] Regulation (EU) 2017/2226, OJ L 327, 9.12.2017, p. 20-82.

[7] Regulation (EU) 2018/1240, OJ L 236, 19.9.2018, p. 1-71 and Regulation (EU) 2018/1241, OJ L 236, 19.9.2018, p. 1-73.

[8] Regulation (EU) 2019/816, OJ L 135, 22.5.2019, p. 1-26.

[9] Regulation (EU) 2019/817 and Regulation (EU) 2019/818, OJ L 135, 22.5.2019, p. 27-135.

Data protection

In pursuing its mission, objectives and daily activities, the Agency ensures a high level of data protection, in accordance with the law,[10] by including specific provisions for each large-scale IT system, as provided in Article 2(f) of eu-LISA's Establishing Regulation. The Agency also observes the fundamental right to the protection of personal data enshrined in Article 8 of the EU Charter of Fundamental Rights, and especially the purpose limitation principle. In the implementation of systems, and their interoperability, eu-LISA gives particular attention to data protection by design and by default, in accordance with Article 27 of Regulation (EU) 2018/1725, Article 25 of Regulation (EU) 2016/679 and Article 20 of Directive (EU) 2016/680.

Our location

The seat of the Agency is in Tallinn, Estonia, while the operational management of the systems entrusted to the Agency is carried out in Strasbourg, France. eu-LISA also has a technical back-up site in St Johann im Pongau, Austria, and a liaison office in Brussels, Belgium.

Legal framework

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

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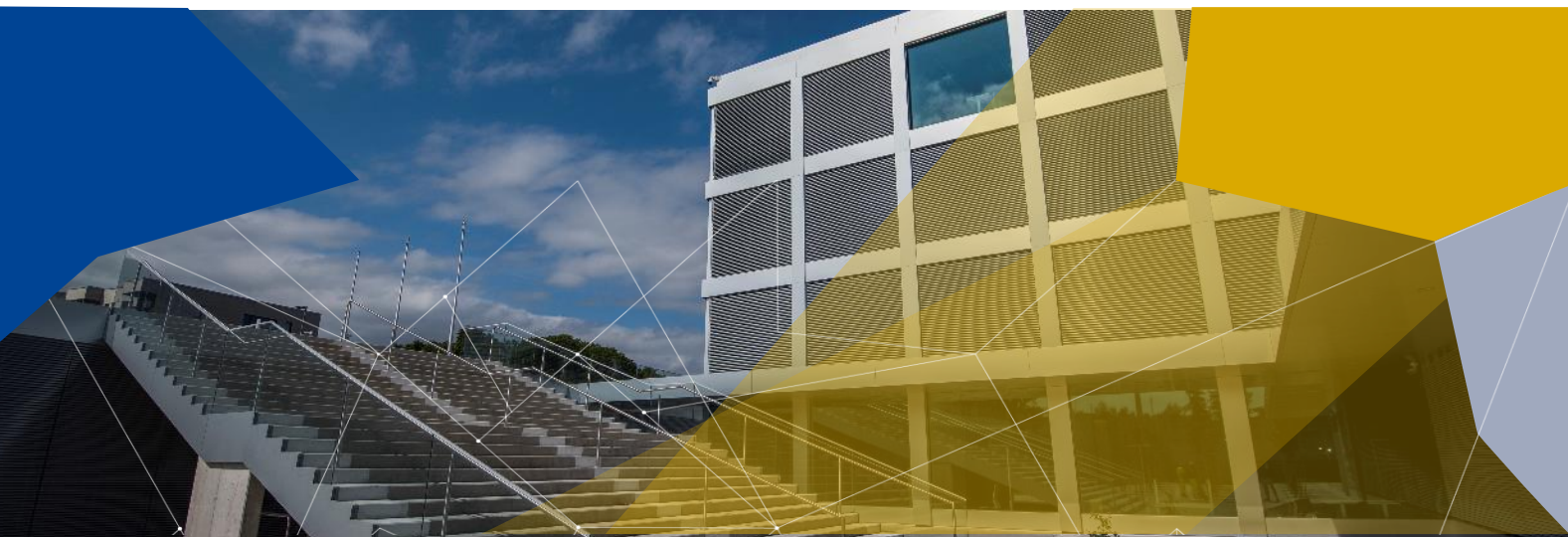
[10] Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC)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

GENERAL CONTEXT

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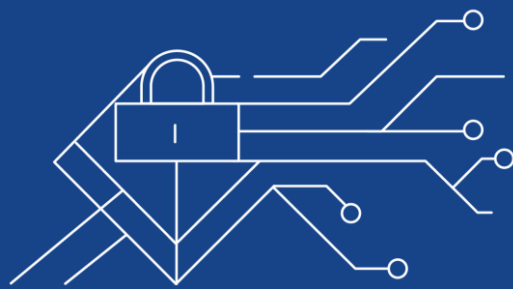
1 General context

In the coming years, the EU will continue facing a dual challenge: to remain open, as part of a globalised and interconnected world, and to stay safe by guaranteeing the security of its citizens.

In recent years, new, increasingly complex cross-border and cross-sectoral security threats have emerged, highlighting the need for closer cooperation on security at all levels. The coronavirus crisis has also put European security into sharp focus, testing the resilience of Europe's critical infrastructure, crisis preparedness and crisis management systems. European Commission President Ursula von der Leyen's political guidelines[11] called for improved cooperation to protect all those living in Europe and for the adoption of a new framework for migration and asylum policies. Both, the **EU Security Union Strategy**[12] and the **new Pact on Migration and Asylum**,[13] serve as fundamental building blocks for the operations and mission of the Agency. The large-scale IT systems remain an important precondition for the continuous functioning of the Schengen area and the development of interoperability architecture will be a qualitative step towards a more secure and resilient Europe.

In this context, the Agency will continue to be a key contributor to the successful implementation of EU policies in the area of freedom, security and justice, aimed at strengthening border, migration and asylum management as well as internal security. The Agency will continue to deliver required services to its stakeholders, following the high standards established to date.

Following the European Commission priorities for 2019-2024, eu-LISA will continue to support the various objectives that fall within its mandate. Under the objective '**Promoting the European way of life'**, the Agency will support strengthening of EU external borders with the implementation of the goals in migration management and reform of the asylum system in order to return to a fully functioning Schengen area. Under the goal of a '**Europe fit for the digital age'**, eu-LISA will continue to contribute to the objectives of the European Commission in the field of artificial intelligence and its future application to the IT systems to step up information exchange, in line with relevant data protection and data security framework.

In addition, eu-LISA's work is guided by the Commission's **Schengen Strategy**[14] and proposal for an updated Schengen Evaluation and Monitoring Mechanism (SEMM)[15]. The Schengen Strategy gives guidance on how to fortify and improve the resilience of the Schengen zone – the world's largest free movement area. The proposed amendments to the SEMM are intended to help the Member States implement the Schengen *acquis* by strengthening several elements of the evaluation and monitoring mechanism, including the role of the EU's JHA Agencies. In principle, all IT systems operated by eu-LISA have been set up as compensatory measures to facilitate free movement within the Schengen area. Therefore, ensuring their continued evolution is of paramount importance to the EU.

Concerning the development of innovative digital solutions, eu-LISA's work takes guidance from the Commission's Proposal for a Regulation on **harmonised rules on Artificial Intelligence** (AI)[16] – a set of harmonised rules applicable to the design, development and use of certain high-risk AI systems, as well as restrictions on the certain use of remote biometric identification systems. However, this proposal for a regulation does not affect several existing AI initiatives overseen by eu-LISA, such as the European Travel Information and Authorisation System (ETIAS), the Central Repository for Reporting and Statistics (CRRS), and the shared Biometric Matching Service (sBMS).

In 2021, eu-LISA established a dedicated Working Group on Artificial Intelligence, an informal advisory body comprising experts from the European Commission, Member State authorities and relevant EU Agencies. In addition, the Agency has prepared a Roadmap for the integration of AI into the management of the EU's large-scale IT systems. Currently, eu-LISA is building a comprehensive portfolio of initiatives related to the practical use of AI in the systems under its responsibility.

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[11] Political guidelines for the next Commission (2019-2024) - "A Union that strives for more: My agenda for Europe"
https://ec.europa.eu/info/files/political-guidelines-new-commission_en
[12] Communication from the Commission on the EU Security Union Strategy, COM (2020) 605 final.
[13] Communication from the Commission on a New Pact on Migration and Asylum, COM (2020) 609 final.
[14] Communication from the Commission to the European Parliament and the Council "A strategy towards a fully functioning and resilient Schengen area", COM (2021) 277 final.
[15] Proposal for a Council Regulation on the establishment and operation of an evaluation and monitoring mechanism to verify the application of the Schengen acquis and repealing Regulation (EU), No 1053/2013, COM (2021) 278 final.
[16] Proposal for a Regulation of the European Parliament and of the Council laying down harmonised rules on artificial intelligence (artificial intelligence act) and amending certain union legislative acts, COM/2021/206 final.

Moreover, the Agency is committed to strengthening its capabilities and expanding its expertise in AI, supporting the intention announced by the European Commission for eu-LISA to become the EU's Centre of Excellence in AI. As a result, eu-LISA could also be instrumental in applying AI solutions in the domain of EU justice.

The areas of border management, internal security, migration management and judicial cooperation in the European Union are going through a major transformation, moving steadily from the physical to the virtual world, thus, requiring more attention to cybersecurity and related threats. eu-LISA recognises the challenges arising from the digital age and is committed to ensuring that all its activities are in compliance with the Commission's recent proposal for a directive on measures for a high common level of cybersecurity across the Union, i.e., the **Revised Directive on Security of Network and Information Systems** (NIS2 Directive)[17] – a wide range of measures for ensuring the secure information exchange between the Member States and relevant EU Agencies, as well as the overall security of the IT systems overseen by eu-LISA. The effects of the COVID-19 pandemic demonstrated the need for enhanced digitalisation in the EU and created an opportunity to speed up digitalisation initiatives. Therefore, the EU should further explore the capabilities of technology to contribute to the delivery of the priorities for the Justice and Home Affairs domain.

New and innovative technologies will help to ensure more effective operational cooperation between all stakeholders involved, the Member States, the Commission and EU Agencies. The deployment and use of more sophisticated, flexible and integrated IT systems and tools at EU level will become a vital component of the EU's response to modern security threats. The large-scale IT systems and databases are crucial for both the internal and external security of the EU. The continuous evolution of the large-scale IT systems and their interoperability will better serve end-user needs, in providing an integrated approach to ensuring internal security and in adapting to changing threats and policy demands.

eu-LISA provides the expertise needed to develop and manage large-scale IT systems and their respective communication infrastructures on a 24/7 basis for the EU Member States, Associated Countries and several EU Agencies. The Agency supports national authorities in their constant exchange of information across Europe whilst applying the principles of data protection and information security.

PRIORITIES FOR 2022. The Agency will continue to address three specific areas:

- It will **stay focused on its core operations**, i.e. operational management and further evolution of the systems entrusted to it.
- It will **continue to increase its contribution to the Member States and the EU as a whole**, through the development and operational management of new systems, and by capitalising on its knowledge, experience and capabilities in the area of management of large-scale IT systems.
- It will **continue its transformation** to optimise its structure for new demands.

The **currently existing systems**, namely SIS, VIS and Eurodac, are and will be upgraded and integrated into the overall architecture of large-scale IT systems of Justice and Home Affairs. In addition, new systems, such as EES, ETIAS and ECRIS-TCN, will become operational and the interoperability components (i.e., the sBMS, the CIR, the ESP, the MID and the CRRS) will also be developed.

While upgrading existing and developing new IT systems, the Agency will explore the full potential of its extended responsibilities in various domains under its Establishing Regulation, such as in research and development, and data quality and support to the Commission and Member States on various projects. In this context, the Agency may also be entrusted with carrying out pilot projects, proofs-of-concept and testing activities.

The EU regulations adopted in 2018 to reform and strengthen SIS, the implementation of which will be finalised by the end of 2021, reinforced the ability of SIS to support efforts to combat terrorism and cross-border crime and improve border and migration management through more effective information exchange between the Member States and relevant EU Agencies. The adoption of the revised VIS Regulation is expected in 2022, and the Agency is prepared to progress with the implementation of the necessary evolutions, as soon as the legal instruments enter into force. Based on the European Commission goals for stepping up digitalisation, the Agency will continue its support for the digitalisation of visa processing.

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

An initial feasibility study was completed in September 2019, and in 2021 eu-LISA conducted a project on the development and testing of a prototype for an EU visa online application portal.[18] The 'e-visa project' was finalised by the end of 2021. This was the first project executed by the Agency under Article 16(3) of its Establishing Regulation. In line with the proposed Pact on Migration and Asylum and the Commission proposal to recast the Eurodac Regulation[19], eu-LISA will assist in transforming Eurodac into a common European database to support EU policies on asylum, resettlement and irregular migration. It will support the application of the measures foreseen in the proposal for a new Regulation on Asylum and Migration Management (e.g. relocation, shift of responsibility) and ensure consistency with the proposal for a Screening Regulation. By enabling Eurodac to count individual applicants (in addition to applications), more complete data will be gathered to inform policy makers and thus better assist the control of irregular migration and the detection of unauthorised movements.

Concerning the **development of new systems**, the Agency has worked on the implementation of EES and ETIAS following the entry into force of their respective regulations. The entry-into-operation of EES is scheduled for May 2022. The EES electronically registers the time and place of entry and exit of third-country nationals admitted for a short stay to the territory of the Member States and calculates the duration of their authorised stay. It will replace the current practice of manually stamping passports with electronic registration in a central database of biographic and biometric information.

The entry into operation of ETIAS is scheduled for the end of 2022. The ETIAS consequential amendments gave eu-LISA additional scope to continue with the implementation of ETIAS. Once operational, ETIAS will be used by all visa-exempt third country nationals planning to travel to the Schengen area to apply for pre-travel authorisation online. Minimal personal information has to be submitted and the information will be automatically processed against a number of existing EU databases (Eurodac, SIS and VIS), future systems such as EES and ECRIS-TCN, and relevant Europol and Interpol databases. This will enable the prior verification of potential security, irregular migration or public health risks.

As a step towards increasing its **contribution to the justice domain**, eu-LISA took over the maintenance of the ECRIS Reference Implementation (ECRIS RI) in April 2020 and is responsible for the development and operational management of ECRIS-TCN. Once completed by 2023, ECRIS and ECRIS-TCN will help judges, prosecutors and other relevant authorities obtain comprehensive information on a third-country national's criminal history, regardless of the Member State where that person was previously convicted. In this way, ECRIS-TCN will also contribute to implementing the principle of mutual recognition of sentences and judicial decisions in a common area of justice and security where people move freely, such as the Schengen Area.

The new responsibility of eu-LISA for operating ECRIS-TCN is an important step for the Agency as it will facilitate digitalisation in the justice domain and help to establish working practices with stakeholders from the judicial authorities. In this regard, eu-LISA is expecting to play a significant role in increasing the digitalisation of judicial information exchange.

On 2 December 2020, the European Commission adopted a Proposal for a Regulation on a computerised system for communication in cross-border civil and criminal proceedings (e-CODEX system).[20] The effect of the proposal will be to hand over the further development and maintenance of e-CODEX to eu-LISA at the earliest by July 2023. e-CODEX is a key technological enabler for modernising, through digitalisation, communication in the context of cross-border judicial proceedings. It is considered as the first building block of a larger portfolio of digital services in the justice domain, fully in line with the proposed Digital Justice Programme.

In the field of digital criminal justice, eu-LISA stands ready to upgrade and modernise tools for judicial cooperation and information exchange in criminal cases across the EU, in accordance with its mandate, as these goals are central in terms of the evolving security threat landscape and the fast pace of technological developments. The need for immediate reaction and digital tools has been further raised by the COVID-19 crisis and its impact on judicial cooperation in criminal matters. The Member State prosecution authorities should be able to communicate promptly and efficiently with each other, and with relevant JHA agencies and EU bodies when involved in the investigation of serious cross-border crimes. Accordingly, eu-LISA will cooperate with EU bodies and JHA agencies as necessary to set up the required communication channels.

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[18] Based on the Service Level Agreement between the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) and the European Commission (DG HOME) for a Technical Support Project to Develop and Test a Prototype of the EU Online Visa Application Portal, signed on 24.07.2020.

[19] Amended proposal for a Regulation on the establishment of 'Eurodac', for the comparison of biometric data for the effective application of Regulation (EU) XXX/XXX [Regulation on Asylum and Migration Management] and of Regulation (EU) XXX/XXX [Resettlement Regulation], for identifying an illegally staying third-country national or stateless person and on requests for the comparison with Eurodac data by Member States' law enforcement authorities and Europol for law enforcement purposes and amending Regulations (EU) 2018/1240 and (EU) 2019/818, COM (2020) 614 final

[20] Proposal for a Regulation of the European Parliament and of the Council on a computerised system for communication in cross-border civil and criminal proceedings (e-CODEX system), and amending Regulation (EU) 2018/1726, COM/2020/712 final

In line with the Security Union Strategy, the Agency will continue setting up the **framework for interoperability between EU information systems** in the area of justice and home affairs as adopted in May 2019. The Agency will work towards building the new interoperability architecture to improve the efficiency and effectiveness of the new or upgraded information systems to lead to faster, more systematic information for law enforcement officers, border guards and migration officials. Interoperability is the key to making maximum use, under the Union legal framework in the area of data protection, of the data available to avoid information gaps through providing data availability to the police, border guards, visa, asylum and judicial authorities, and sharing and synchronising the different types of information available in the various systems.

The technologies used by eu-LISA will help move away from outdated silo solutions towards a new holistic approach that fully respects the original objectives and data protection guarantees of the individual systems. eu-LISA works closely with the Member States, Schengen Associated Countries[21], European Institutions and other JHA Agencies to ensure that the solutions cover business and data protection requirements while remaining technically feasible. Among the JHA Agencies, eu-LISA cooperates mainly with Frontex and Europol in implementing the different elements of the new information systems and the interoperability architecture, e.g. the carrier gateway and the ETIAS watch list.

As part of the efforts for the implementation of the new interoperability architecture in the Justice and Home Affairs domain, eu-LISA will develop a Central Repository for Reporting and Statistics (CRRS). 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.

Concerning **data quality**, with its expanded mandate under the revised Establishing Regulation, eu-LISA will continue to provide operational support to the Member States, and enhance its capacity to put in place automated data quality control mechanisms and common data quality indicators, in line with specific provisions of the relevant legal instruments governing the systems entrusted to the Agency. In order to ensure the effective and secure implementation of the interoperability architecture, eu-LISA is entrusted with defining and consolidating the common baseline standards for data quality and cyber security purposes. Furthermore, eu-LISA will explore, with the relevant EU Agencies and in particular Frontex, the options to harmonise the requirements for equipment and solutions used in border management.

In implementing the objectives of the EU Security Union Strategy, the Agency will place major efforts on ensuring a **high level of security** of the information systems that have been entrusted to it, including working to mitigate any potential cyberattacks. To adequately address the cybersecurity risks faced by large-scale IT systems under the Agency's operational management, eu-LISA will continue with its proactive approach in close collaboration with the Member States and relevant EU Agencies. Increasing resilience to cyberattacks and ensuring the security of core business and of new systems is of paramount importance, especially as regards EES and ETIAS, which are the first systems under the Agency's management to become directly available for users over the internet, and thus are more exposed to cyber threats. The Agency will focus on strengthening and evolving the cybersecurity architecture and procedures of the operated systems by proactively monitoring, planning and reacting to potential risks.

Due to the evolution of the security threat landscape, discussions are taking place between the Member States and the European Commission on how decentralised systems, such as PNR, API and Prüm, could be further developed in order to improve information exchange and provide better and more facilitated access to data. eu-LISA will continue to provide training on the technical use of the large-scale IT systems to the relevant EU Agencies and Member States, extending the scope of work in this area to cover the new systems and interoperability components. These efforts will be supported through its updated, secure and reliable e-Learning platform.

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[21] In accordance with the Arrangement between the European Union, of the one part, and the Kingdom of Norway, the Republic of Iceland, the Swiss Confederation and the Principality of Liechtenstein, of the other part, on the participation by those states in the European agency for the operational management of large-scale IT systems in the area of freedom, security and justice (OJ L 138/12, 24.5.2019, p. 11), the Schengen Associated Countries such as Norway, Iceland, Switzerland and Liechtenstein fully participate in the activities of eu-LISA as described in the agency´s establishing regulation. Norway, Switzerland and Liechtenstein have deposited their instruments of approval of the abovementioned Arrangement with effect as from 1 January 2020 for Norway and as from 1 March 2020 for Switzerland and Liechtenstein. The submission of the respective instrument by Iceland is pending.

The Agency will continue to maintain close and effective **relations with the EU Institutions and Agencies** as key stakeholders of eu-LISA. The Agency will continue to support the EU Institutions with its know-how and expertise in the relevant fora. eu-LISA has concluded working arrangements with several EU Agencies (CEPOL, EASO, ENISA, Eurojust, Europol, FRA and Frontex), and will continue to implement them and to conclude more detailed multi-annual cooperation plans with the Agencies. Given eu-LISA's core mandate and applicable regulations, eu-LISA provides specific JHA Agencies (Europol, Eurojust and Frontex) with secure and reliable access to the IT systems under its management and the corresponding technical assistance. In addition, eu-LISA supports some EU Agencies by hosting the recovery infrastructure for their ICT services. Where so provided by EU law, insofar as it is necessary for the performance of its tasks, working arrangements with international organisations, such as Interpol and IATA, may also be developed in accordance with the Agency's Regulation, and following the prior approval of the European Commission.

Finally, eu-LISA will continue working on its **internal transformation** in order to maintain and evolve its agility and efficiency. The Agency will continue to refine its new transversal operating model and internal control system to ensure optimal use of the resources allocated to the Agency and to maximise the added value of its services to the Member States and the EU as a whole.
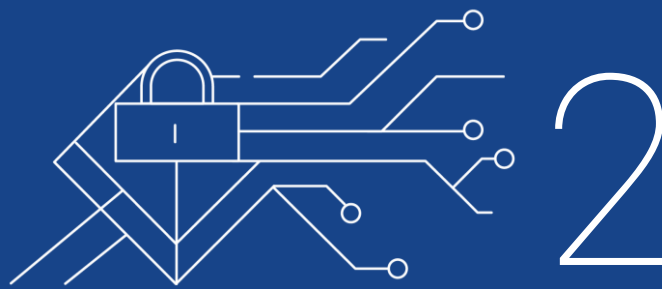
2
MULTIANNUAL PROGRAMMING

2 Multiannual Programming for 2022−2024

2.1 Multiannual work programme

2.1.1 Long-term strategy

In 2021, the Agency reviewed and updated its long-term strategy to reflect its revised and expanded mandate and new priorities. The updated strategy was defined in dialogue with the Agency's stakeholders while taking account of the changes in the operational environment and the Agency's institutional development needs. The strategic objectives outlined below comply with and seek to reinforce eu-LISA's primary mission of achieving excellence in IT solutions and the digitalisation of public services to support the Member States in their efforts to keep Europe open and secure.

To that end, the Agency has organised its priorities under the **following four strategic goals**:

Strategic goal 1:	Strategic goal 2:	Strategic goal 3:	Strategic goal 4:
Continue growing as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	Maintain and expand the Agency's role as a recognised and trusted partner for the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain	Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	Continue working on eu-LISA's organisational evolution towards a more efficient, agile and resilient organisation within the EU regulatory framework

The following sections provide an overview of specific activities, project and non-project tasks, together with the necessary aggregated resources that will ensure the execution of the Agency's strategic goals and objectives.

2.1.2 Objectives, activities, projects/tasks and resources for the period 2022−2024[22]

Table 1 below shows the indicative planning for the Agency's work for the period 2022−2024. The focus is on how the strategic goals and objectives will be achieved and it lists the activities that will contribute to achieving these objectives and the resources needed to do that. The resource estimations for 2023 and 2024 are indicative and will be subject to changes in the following SPDs when more precise information will be available.

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[22] Article 32 of eu-LISA's Financial Rules.

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

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[23]			FTEs[24]		
				2022	2023	2024	2022	2023	2024
Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to its stakeholders				**66,974,806.00**	**12,167,000.00**	**6,115,000.00**	**53.26**	**21.65**	**9.25**
Corporate Activities – Other	Implementation of the Training plan for the provision of training to the MS on the technical use of the IT systems managed by the Agency	01/2022	12/2022						
	Independent benchmarking evaluation of the operational management of the core business systems	O1/2022	12/2022						
Operational Management/ Recasts - SIS	New Search Engine & Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019)	06/2018	12/2022						
	New SIS legal framework implementation (continuation from 2019)	01/2019	06/2022						
	A new SIS II Central System release including return decision functionalities (Continuation from 2021)	01/2019	06/2022						
	Implementation of SIS AFIS Phase 2 (Continuation from 2019)	01/2019	06/2022						
New Systems/ Innovation - Interoperability	Central repository for reporting and statistics (CRRS) development (continuation)	**01/2021**	**12/2022**						
	Impact Assessment for SIS II migration to sBMS	02/2024	09/2024						
	ECRIS-TCN development in sBMS	02/2023	09/2023						
	EES BMS / sBMS implementation (continuation from EES project 2019)	01/2019	11/2022						
	European search portal (ESP) development	01/2021	12/2023						
	Multiple identity detector (MID) development	01/2021	12/2023						
	Preparation of ECRIS-TCN development in sBMS	03/2022	12/2022						

[23] Title 3 Expenses
[24] Total available FTEs (not including additional staff needed or external service providers).

	Preparation: MID impact on sBMS	03/2022	12/2022					
	VIS sBMS functional integration/data migration and increased availability	06/2020	11/2022					
New Systems/ Innovation – Smart Borders	Development of ECRIS-TCN	01/2018	12/2022					
	EES core implementation (continuation)	01/2019	10/2022					
	EES/ETIAS web services implementation (finalisation)	06/2020	02/2022					
	ETIAS implementation (continuation)	09/2018	12/2022					
Infrastructure	Continuation of the data centres' reorganisation	01/2018	12/2022					
Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate				168,745,000	200,607,000	150,277,000	104.96	104.32	94.71
Operational Management/ Recasts – Eurodac	Eurodac - DubliNet maintenance	01/2022	12/2022					
	Eurodac additional maintenance (HW/SW/active-active) - Recast	03/2023	12/2023					
	Unplanned evolutions and associated support stemming from adaptive maintenance of Eurodac and DubliNet	01/2022	12/2022					
Operational Management/ Recasts - VIS	Implementation of a VIS active-active architecture	01/2022	03/2024					
	VIS Active-Active Maintenance	01/2023	12/2023					
	VIS Core system projects and evolutions	01/2024	12/2024					
	VIS Recast - additional maintenance for sBMS	10/2024	12/2024					
	VIS Recast development (continuation)	01/2021	03/2024					
	VIS Recast Maintenance	01/2023	12/2023					
	VIS/BMS maintenance	01/2022	12/2022					
Infrastructure	Adaptive maintenance of the centralised infrastructure	01/2022	12/2022					
	Application management services	01/2022	12/2022					
	Backup Central Unit [BCU] operational and running costs	01/2022	12/2022					

	Communication infrastructure services	01/2021	12/2022
	Corrective maintenance and monitoring of the centralised infrastructure	01/2022	12/2022
	CU and BCU operational activities and evolutions / improvements	01/2022	12/2022
	HW and SW maintenance renewal of the centralised infrastructure	01/2022	12/2022
	Network operations services	01/2022	12/2022
	Operational management / administration of the infrastructure of test systems	01/2022	12/2022
	Operational management CBS 2nd line infrastructure support	01/2022	12/2022
	Operational management: change implementation	01/2022	12/2022
	Operational management: EUWS support	01/2022	12/2022
	Operational management: integration testing	01/2022	12/2022
	Operational management: platform administration	01/2022	12/2022
	Operational management: system engineering	01/2022	12/2022
	Oracle maintenance renewal	03/2022	03/2023
	Transition to new TESTA network	01/2021	12/2023
New Systems/	Implementation of biometric VIS Recast functionalities into sBMS	03/2023	10/2024
Innovation - Interoperability	Implementation of the interoperability between EES and VIS (continuation)	03/2020	03/2022
	Implementation: MID impact on sBMS	01/2023	05/2024
	USK adaptation for CBS and Interoperability	02/2023	12/2024
	USK maintenance	01/2022	12/2022
	VIS integration to all interoperability components following the preparation activity carried out in 2022	03/2023	07/2024
New Systems/	Application lifecycle management (ALM/SDLC) implementation	12/2021	12/2022

Innovation - Other	Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection	09/2020	12/2022
New Systems/	EES adjustments for interoperability components	03/2022	12/2022
Innovation – Smart Borders	EES Adjustments for Interoperability Components (continuation from 2022)	01/2023	01/2023
	EES BMS maintenance - active-active setup	09/2022	12/2022
	EES BMS maintenance - hardware	09/2022	12/2022
	EES BMS maintenance - software	09/2022	12/2022
	EES Capacity Increase	03/2023	01/2024
	EES maintenance	09/2022	12/2022
	EES/ETIAS web services maintenance	03/2022	12/2022
	ETIAS maintenance	12/2022	12/2022
Operational Management/	24/7 1st Level Support for Operational management of the systems - eu-LISA Service Desk	01/2022	12/2022
Recasts - Other	24/7 2nd level application support for Operation Management of the Core Business Systems	01/2022	12/2022
	ECRIS reference system maintenance	01/2022	12/2022
	EOPM Replacement - Impact Assessment/Study	01/2022	12/2022
	Operational change management	01/2022	12/2022
	Release and deployment management and transition to operations	01/2022	12/2022
	Test management	01/2022	12/2022
Operational Management/	C.SIS integration to ESP and MID and other Interoperability components	03/2023	12/2023
Recasts - SIS	Extended capacity of SIS	03/2022	12/2023
	SIS active-active maintenance	01/2024	12/2024
	SIS Active-Active Development	03/2023	12/2024

	SIS AFIS maintenance	01/2022	12/2022						
	SIS Evolution (projects, evolutions and studies)	03/2022	12/2022						
	SIS maintenance	01/2022	12/2022						
	SIS support to Member States	01/2022	12/2022						
Strengthen the information security capabilities of the systems entrusted to the Agency				780,000	650,000	650,000	12.05	12.05	12.05
Operational Management/ Recasts - Other	Delivering the information security & assurance service for the CBSs	01/2022	12/2022						
	Operate, plan and develop the business continuity aspects of large-scale IT systems	01/2022	12/2022						
	Operate, plan and develop the business continuity/disaster recovery/emergency response parts of the security and continuity management	01/2022	12/2022						
	Delivering the information security & assurance service for corporate infrastructure	01/2022	12/2022						
	Security and business continuity exercise for SIS	01/2022	12/2022						
Becoming a shared high-value service provider in the Agency's areas of excellence				-	-	-	-	-	-
	Business as usual, including Carrier support	01/2022	12/2022						
Total for STRATEGIC GOAL 1				236,499,806	213,424,000	157,042,000	170.27	138.02	116.01

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

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[25]			FTEs[26]		
				2022	2023	2024	2022	2023	2024
Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions.				**5,500**	**5,500**	**5,500**	**0.10**	**0.10**	**0.10**
Corporate Activities - Other	Contribution as an observer to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy (including VIS) and ensure better use of SIS and VIS by the Member States	01/2022	12/2022						
Total of STRATEGIC GOAL 2				**5,500**	**5,500**	**5,500**	**0.10**	**0.10**	**0.10**

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

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[27]			FTEs[28]		
				2022	2023	2024	2022	2023	2024
Continuously increase the added value of the interoperability architecture				**-**	**-**	**-**	**0.50**	**0.75**	**0.65**
New Systems/Innovation - Other	Enterprise architecture continuum - establishing an interoperability architecture	01/2022	12/2024						
Identify new solutions to facilitate optimisation of business processes				**3,000,000**	**-**	**-**	**7.95**	**7.95**	**7.95**
New Systems/Innovation - Other	Implementation of the roadmap for standardisation	01/2022	12/2023						
	Implementation of the roadmap for Artificial Intelligence	01/2022	12/2026						
Corporate Activities – Other	Implementation of the planned annual research and technology monitoring activities, in line with the adopted R&D roadmap	01/2022	12/2022						
	Supporting the implementation of parts of the EU Framework Programme for Research and Innovation	01/2022	12/2022						
	Integration of research findings into application life cycles.	01/2022	12/2022						

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[25] Title 3 Expenses
[26] Total available FTEs (does not include additional staff needed or external service providers).
[27] Title 3 Expenses
[28] Total available FTEs (does not include additional staff needed or external service providers).

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[27]			FTEs[28]		
				2022	2023	2024	2022	2023	2024
	Organisational development and cultural transformation'	01/2022	12/2022						
New Systems/Innovation - Interoperability	Improvements / development of the biometric portfolio	01/2022	12/2022						
Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain				-	-	-	4.00	4.00	4.00
Corporate Activities – Other	Stakeholder engagement and policy coordination	01/2022	12/2022						
Total of strategic goal 3				**3,000,000**	**-**	**-**	**12.45**	**12.70**	**12.60**

Table 4. STRATEGIC GOAL 4: Evolve further eu-LISA towards an efficient, agile and resilient organisation within the EU regulatory framework

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[29]			FTEs[30]		
				2022	2023	2024	2022	2023	2024
Grow as a key EU Agency, attracting, engaging and developing talents				**850,000**	**850,000**	**850,000**	**12.10**	**12.10**	**12.00**
Corporate Activities - Other	Competency and capability development related to operations	01/2022	12/2022						
	Mail registry	07/2022	09/2023						
	Logistics and office supplies services	01/2022	12/2022						
	Management and Support of Missions' Services	01/2022	12/2022						
	Facility operations and services	01/2022	12/2022						
	Facility environmental management	01/2022	12/2024						
	Second extension of eu-LISA operational premises in Strasbourg	03/2019	06/2028						
Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU				**600,000**	**500,000**	**500,000**	**0.58**	**-**	**-**

[29] Title 3 Expenses
[30] Total available FTEs (does not include additional staff needed or external service providers).

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[29]			FTEs[30]		
				2022	2023	2024	2022	2023	2024
Corporate Activities - Other	Operational management of the CMDB	01/2022	12/2022						
	Support of application lifecycle management (ALM) platform and related tools (Build pipeline, testing tools)	01/2022	12/2022						
Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes				**4,298,000**	**3,458,000**	**3,258,000**	**72.27**	**65.85**	**66.45**
Corporate Activities - Corporate IT	Administration and maintenance of corporate IT applications	01/2022	12/2022						
	Administration and maintenance of corporate IT networks and communications	01/2022	12/2022						
	Administration and maintenance of corporate IT systems and storage	01/2022	12/2022						
	Corporate IT infrastructure and applications migration to cloud	01/2021	12/2022						
	ITIL implementation in corporate IT services	01/2021	12/2022						
	Procurement of corporate ICT equipment, infrastructure and services	01/2022	12/2022						
	Provision of end-users with IT support (Service Desk)	01/2022	12/2022						
Corporate Activities - Other	Administrative Support to ED Office	01/2022	12/2022						
	Corporate horizontal tasks (MB meetings, MC meetings etc. for managers, coordination meetings not allocated to other activities, participation in selection procedures)	01/2022	12/2022						
	Documents and records management system data migration	08/2022	08/2023						
	Further consolidation of the Agency following change, growth and transformation with focus on personnel administration, digitalisation of HR services and recruitment.	01/2021	06/2022						
	Implementation of a document management system for eu-LISA	09/2020	05/2022						
	IMS-ECM-Enterprise Search	11/2023	10/2024						
	Policy monitoring, coordination & development to represent eu-LISA at the EU Institutions, Agencies and other fora; stakeholder management in the JHA domain within the mandate of eu-LISA, and acting as a translator between technical and legal communities.	01/2022	12/2022						
	Management of information services	01/2022	12/2024						
	New eu-LISA Intranet	06/2022	11/2023						

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[29]			FTEs[30]		
				2022	**2023**	**2024**	**2022**	**2023**	**2024**
	Official Appraisal based on CMMI model (continuation from 2020 and 2021)	04/2020	12/2022						
	Operational management of corporate services	01/2022	12/2022						
	Operate and evolve PPM capability and related processes	01/2022	12/2022						
	Public documents registry Implementation	07/2022	09/2023						
	Setup, execution and monitoring of the Agency's workflows	05/2020	07/2025						
	Timely administrative support for the Advisory Groups	01/2022	12/2022						
	Timely administrative support for the Management Board	01/2022	12/2022						
Infrastructure	Continuation of integration of the single integrated monitoring solution with the event management process, covering all the systems in operation	07/2021	12/2023						
	Initiate a software engineering capability	01/2022	12/2024						
New Systems/ Innovation - Interoperability	Continuation of new service and process definitions as part of the eu-LISA's ITSM framework	03/2021	11/2022						
New Systems/ Innovation – Smart Borders	Business relations, demand, change, requirement management between eu-LISA and its stakeholders (internal / external) using the IT systems (in operations or under development)	01/2022	12/2022						
Operational Management/ Recasts - Other	eu-LISA ITSM framework processes run, regular measurement and reporting, continuous reviews and improvement of services and processes	01/2022	12/2022						
Promote the Agency's mission and values internally and externally				-	-	-	**4.40**	**4.00**	**4.00**
Corporate Activities - Other	Implementation of eu-LISA Internal Communication Action Plan	01/2022	12/2022						
	Implementation of the External Communication and Information Action Plan	01/2022	12/2022						
	New eu-LISA Website	10/2020	06/2022						
Ensure systematic and effective compliance with the EU regulatory framework				-	-	-	**54.95**	**58.13**	**58.13**

Activity Programme	Project/task Activity Title	Start date	Delivery date	Budget (in EUR)[29]			FTEs[30]		
				2022	2023	2024	2022	2023	2024
Corporate Activities - Other	Cooperation with the EDPS and DPOs of other EU institutions and bodies (EUIs) (Data protection function: Cooperate)	01/2022	12/2022						
	Corporate governance, planning and reporting	01/2022	12/2022						
	Execution of the procurement and acquisition plan	01/2022	12/2022						
	Drafting reports on the technical functioning of the systems, and aggregating statistics	01/2022	12/2022						
	Internal control, procedures, audits related to finances and procurement	01/2022	12/2022						
	Implementation of the annual internal audit plan	01/2022	12/2022						
	Providing legal advice to eu-LISA	01/2022	12/2022						
	Operational department governance, planning and reporting	01/2022	12/2022						
	Maintaining the accounts of the agency	01/2022	12/2022						
	Monitoring Data protection compliance	01/2022	12/2022						
	Operate, plan and develop the horizontal elements of Security and Continuity Management	01/2022	12/2022						
	Operate, plan and develop the protective elements of the Security and Continuity Management	01/2022	12/2022						
	Organising data protection activities (Data protection function: Organise)	01/2022	12/2022						
	Provide recommendations and give advice to responsible staff on matters concerning the application of the Regulation 2018/1725 (Data protection function: Advise)	01/2022	12/2022						
	Raising Data protection awareness	01/2022	12/2022						
	Timely delivery of services related to budgetary, asset and financial management	01/2022	12/2022						
Total of strategic goal 4				**5,748,000**	**4,808,000**	**4,608,000**	**144.30**	**140.08**	**140.58**

2.1.3 Timeline for implementing major initiatives

Based on the projects described in the multiannual part, the following chart presents the main initiatives and their milestones for selected important projects to increase the understanding of the timeline and interrelations between the key activities.

	2021	2022	2023	2024

Core Business Systems

SIS II
- SIS <=> ETIAS — EiO
- MID and ESP Int — EiO
- IA sBMS migration
- Active - active — EiO

VIS
- VIS <=> EES connector — EiO
- VIS evolution
- VIS <=> BMS — EiO
- VIS recast <=> sBMS — EiO
- VIS recast — EiO
- VIS active-active — EiO

New Systems

ECRIS-TCN
- ECRIS-TCN development — EiO
- ECRIS-TCN <=> sBMS prep.
- ECRIS-TCN <=> sBMS Int. — EiO

EES
- EES core system — EiO
- EES <=> IO — EiO

ETIAS
- ETIAS core system — EiO
- IA ETIAS <=> IO
- ETIAS <=> IO — EiO

Interoperability

sBMS
- sBMS core — EiO

CRRS
- CRRS core — EiO

ESP
- ESP core — EiO

MID
- MID core — EiO
- IA sBMS impact
- sBMS integration — EiO

CIR
- CIR core — EiO

Infrastructure

Infrastructure
- sTESTA

Legend: ■ EiO - Entry into operation   ■ Development   ■ IA - Impact assestment and analysis

2.1.4 Corporate key performance indicators

Table 5. Strategic goals and key performance indicators

Key Performance Indicators[31]	Target	Baseline (2020 data)	Data source
STRATEGIC GOAL 1: Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain			
Percentage of security objectives implemented as defined per legislation	100%	100%	CAAR 2020
Number of emergency drills/security and business continuity-related exercises performed annually	2	2	CAAR 2020
Eurodac central system availability	Green ≥ 99.99% 99.99%> Amber ≥ 99.50% Red <99.50%	99.87%	CAAR 2020
Eurodac central system response time	Green ≥ 99.45% 99.45%> Amber ≥ 90% Red < 90%	99.95%	CAAR 2020
Wide-Area Network availability (for SIS and VIS systems)	Green ≥ 99.99% 99.99%> Amber ≥ 99.50% Red <99.50%	99.9931%	CAAR 2020
SIS central system availability	Green ≥ 99.99% 99.99%> Amber ≥ 99.50% Red <99.50%	99.94%	CAAR 2020
SIS central system response time	Green ≥ 99.5%, 99.5%> Amber ≥ 99% Red <99%	99.86%	CAAR 2020
VIS/BMS central system availability	Green ≥ 99.99%	99.93%	CAAR 2020

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[31] The updated set of eu-LISA KPIs and their cards, including the link to the Agency's strategic objective, was adopted by the Agency's Management Board in March 2020

Key Performance Indicators[31]	Target	Baseline (2020 data)	Data source
	99.99%> Amber ≥ 99.50%		
	Red <99.50%		
VIS/BMS central system response time	Green = 100%	99.98%	CAAR 2020
	100%> Amber ≥ 90%		
	Red <90%		
Trainees' level of satisfaction with training provided	> 4	4.5	CAAR 2020
STRATEGIC GOAL 2: Maintain and expand the Agency's role as a recognised and trusted partner of the European Institutions and the Member States in driving digital transformation in the Justice and Home Affairs domain			
Cancellation rate (%) of payment appropriations	< 5%	13.6%	CAAR 2020
Rate (%) of budgetary commitments implementation	95–99%	99.1%	CAAR 2020
Rate (%) of payment implementation	> 95%	99.0%	CAAR 2020
Ratio (%) of administrative resources and ratio (%) of operational resources compared to all human resources within the Agency (staff and SNEs)	Administrative: 20%	16.5%	CAAR 2020
	Operational: 70%	72.5%	
Ratio (%) of payments completed within the statutory deadlines	> 87.5%	95.9%	CAAR 2020
Acquisition management: procurement projects on schedule	> 60%	163.6%	CAAR 2020
STRATEGIC GOAL 3: Enable and drive innovation and digital transformation in the Justice and Home Affairs domain			
Customer satisfaction: % of the Member State customers satisfied or very satisfied with the overall service provided by eu-LISA Service Desk	≥ 80%	95%	CAAR 2020

Key Performance Indicators[31]	Target	Baseline (2020 data)	Data source
STRATEGIC GOAL 4: Evolve further eu-LISA towards an efficient, agile and resilient organisation within the EU regulatory framework			
eu-LISA Service Desk Performance	≥ 75%	99.9%	CAAR 2020
Assessing completion and progress of projects against a (re)baseline of defined quality/cost/time parameters and taking into account the project tolerances	< 10%	9.19%	CAAR 2020
Project Management: Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project life cycle.	▪ Small projects: > 75% ▪ Medium projects: > 80% ▪ Large projects: > 85%	▪ No small project completed and assessed in 2020 ▪ Medium projects: 71 % ▪ Large projects: 73.5 %	CAAR 2020
Percentage (%) of audit recommendations implemented within stipulated deadlines which are: ▪ Critical ▪ Very Important ▪ Important	▪ Critical = 100% ▪ Very important ≥ 90% ▪ Important ≥ 80%	▪ N/A ▪ 67% ▪ 60%	CAAR 2020
Number and age of outstanding recommendations which are: ▪ less than six months ▪ between six months and one year ▪ more than one year	▪ ≤ four overdue for less than six months ▪ ≤ two overdue between six months and one year ▪ ≤ one overdue for more than one year	▪ 2 ▪ 1 ▪ 10	CAAR 2020
Efficiency of the procurement process	< 25%	11%	CAAR 2020
Environmental indicator	baseline	341.04 tons	CAAR 2020
Absenteeism rate (%) within the reporting period ▪ Average number of sick leave days per staff member ▪ Percentage of staff on long sick leave ▪ Percentage of staff who did not take sick leave	▪ < 15 days per staff member ▪ < 10% ▪ > 15 %	▪ 5.6 days ▪ 4.4% ▪ 52.9%	Leave data in SYSPER and in Ares, excel database
Annual percentage (%) staff turnover	≤ 5%	3.7%	Staff database
Annual percentage (%) occupancy rate	> 94%	91%	Staff database

Key Performance Indicators[31]	Target	Baseline (2020 data)	Data source
Talent retention index	> 0	0.9	CAAR 2020
Staff engagement level	≥ 63%	7.4 (index)	CAAR 2020
eu-LISA internal communication impact:			
■ Website ■ Social media ■ Engagement events	■ maintain baseline ■ +200 followers per platform per year ■ satisfaction > 90% ■ participation at events: > 95%	■ + 12% year-on-year ■ 477 (Twitter) + 1888 (LinkedIn) + 332 (Facebook) ■ 4.2/5 (84%) ■ 105%	CAAR 2020
eu-LISA external communication impact:			
■ participation in the survey ■ general satisfaction with internal communication channels and actions	1. > 51 % 2. > 70 %	3. 52 % 4. 93 %	CAAR 2020

2.2 Human and financial resources – Outlook for the 2022–2024 Period

2.2.1 Overview of the past and current situation

In accordance with Article 28(3) of eu-LISA's revised Establishing Regulation,[32] the Agency's staff shall comprise officials[33], temporary staff (Temporary Agent, TA) and contract staff (Contract Agent, CA) working across multiple sites.

As at 31 December 2020, the total staff at eu-LISA was 274 persons. The budget for 2020 authorised altogether 324[34] posts in accordance with the establishment plan, with 202 posts for Temporary Agents (TA), 111 posts for Contract Agents (CA) and 11 posts for Seconded National Experts (SNEs). The table below presents an overview of eu-LISA staff in 2020 per area of activity.

Table 6. Overview of eu-LISA staff in 2020

Area of activity	2020 authorised			Actual situation on 31.12.2020		
	TA	CA	SNE	TA	CA	SNE
Posts authorised under 2020 budget (baseline)	113	27	9	112	25	9
EES	32			26		
Revised eu-LISA Regulation (additional staff)	23	30	2	19	21	1
ETIAS	7	25		7	21	
ECRIS		5			4	
SIS return and SIS border		4			4	
Interoperability	25	20		17	8	
LFS Eurodac (subject to adoption of legal instrument)	2			0		
Total FTEs	**202**	**111**	**11**	**181**	**83**	**10**

Throughout 2020, the Agency was committed to recruiting additional staff in accordance with the budget allocations for 2020. However, due to COVID-19-related travel restrictions, most of the newly recruited employees joined the Agency with considerable delays and in lower numbers than anticipated.

In 2021, pursuant to the Single Programming Document (SPD) for the 2021-2023 period, the overall eu-LISA staff was expected to increase by 32 posts: 10 CA posts for ETIAS, 13 posts (7 TA and 6 CA posts) for Interoperability, and 9 posts for VIS (4 TA and 5 CA posts), and provided that the VIS Recast Regulation is adopted.

In 2022, eu-LISA will need to fill another 12 posts that the Agency requested in the SPD for the 2021–2023 period in order to cover the staffing demand related to the construction of the second extension of the Agency's operational site in Strasbourg, as well as to support various horizontal activities (e.g. accounting, Enterprise Project Management Office (EPMO), Liaison Office in Brussels, etc.). Consequently, those vacant posts are included in the staffing plans for the 2022–2024 period, which in total comprises 25 additional posts the details of which are in Annex XIII.

Additionally, the Agency has also included the staff figures stemming from its agreement with Frontex regarding the temporary transfer (i.e. for 3 years, from 2022 until the end of 2024) of 21 Contract Agents (FG IV) from Frontex to eu-LISA for the future ETIAS carrier support (Carrier Assistance Centre, CAC)[35].

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[32] 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.

[33] The eu-LISA establishment plan does not foresee separate posts for officials.

[34] Due to the fact that the LFS Eurodac was not adopted, the number of TA posts available to the Agency in 2020 was 200 instead of 202.

[35] Pursuant to Articles 45(2) and (3) and 46(4) of Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226, and Article 13(7) of Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third-country nationals crossing the external borders of the Member States and determining the conditions for access to EES for law enforcement purposes, and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011, for which the implementing regulations are under development.

Total expenditure for 2020

In 2020, eu-LISA managed a budget of EUR 240 119 million in commitment appropriations and EUR 233 384 million in payment appropriations received from the EU, with the following amounts initially allocated for the implementation of new tasks/systems:

New Tasks / Systems[36]	Commitment Appropriations (in € MIO)
LFS Eurodac recast	0.268
LFS Dublin Allocation	0.735
Total budget subject to new legal basis	**1.003**

The Agency's 2020 budget included appropriations for the Eurodac Recast the use of which was conditional on the adoption of the Recast. To address the issues highlighted above, the eu-LISA Management Board approved an amendment to the 2020 budget that included:

- returning EUR 1 003 million in commitment appropriations;
- receiving EUR 36 417 million in payment appropriations.

Table 7. Breakdown of eu-LISA's 2020 amending budget

Budgetary title	System / Task		Amending budget (in million euro)	
			Commitment appropriations	Payment appropriations
A01	Staff expenditure		-0.268	-0.268
	of which	Eurodac recast	-0.268	-0.268
B03	Operational expenditure		-0.735	36.685
	of which	Dublin Allocation	-0.735	-0.735
		Entry/Exit System		37.420
Total 2020 amending budget			**-1.003**	**36.417**

Pursuant to the eu-LISA Management Board's decision, the ongoing procurement procedures for ETIAS, Interoperability, and ECRIS will allow the Agency to carry over EUR 56 286 million of commitment appropriations from 2020 to 2021 to reserve those funds for use in subsequent years.

Budgetary Title	System/Task	Non-automatic carry-over of 2019 commitment appropriations (in million euro)
B03 Operational Expenditure	Interoperability	2.477
	ETIAS	50.143
	ECRIS	3.666
B03 Total		**56.286**

Throughout 2020, the Agency maintained a high budget execution rate:

- 99.0% for payment appropriations including the carry-forward of administrative expenditure to 2021;
- 99.1% for commitment appropriations, taking into account the non-automatic carry-over of commitment appropriations authorised by the eu-LISA Management Board in February 2021, as detailed in the table below.

Commitment appropriations (in € MIO)

2020 budget implementation as of 31/12/2020			Budget implementation with carry-over by decision	
2020 final adopted budget	executed commitments	% implemented	non-automatic carry-over	% implemented taking into account/incl. non-automatic carry-over
240.119	**181.550**	**75.6%**	**56.286**	**99.1%**

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[36] Includes administrative expenditure, allocated in accordance with the budgetary nomenclature in Title 1'Staff expenditure' and Title 2 'Infrastructure and operating expenditure'.

2.2.2 Outlook for the 2022-2024 period

Although the current focus of eu-LISA's human resources function is on meeting the staffing demands stemming from the expansion of the Agency's mandate, its overall priority is to ensure that eu-LISA maintains an optimum number of professionals with the qualifications necessary to ensure stable and uninterrupted operations and the provision of core services entrusted to the Agency.

For the 2022-2024 period, the Agency has identified the following three focus areas to guide the priorities and day-to-day operations in the area of Human Resources Management (HRM):

- organisational development and cultural transformation;
- continued consolidation after a period of organisational reform, growth and transformation, with a focus on the digitalisation of HR processes and recruitment; and the
- development of competencies and capabilities related to operations.

Organisational development and cultural transformation

The eu-LISA cultural transformation project, overseen by the HR function, included an in-depth analysis and improvements to the Agency's existing organisational structure, services, sourcing strategy, as well as capacity and capability building (i.e., competencies), aiming at a more refined and sustainable operating model for eu-LISA to overhaul the 'old way' of doing things.

In 2022, eu-LISA will proceed with the next stage of the cultural transformation project, approaching organisational change management not only from the perspective of so-called hard elements of organisational culture (i.e., operating model, strategies, processes, etc.), but also from the perspective of soft elements (i.e., people, competencies, leadership, etc.). In particular, the HR function will focus on structure, processes and strategy, as well as values, competencies, people and leadership.

In addition, to facilitate the transition to Competency-based Human Resource Management, in 2022, eu-LISA will implement the Competency Framework that will introduce an up-to-date and integrated performance management system to support leaders and teams in reaching their full potential.

As always, eu-LISA's HR function will continue fostering active partnerships with all functions across the Agency, ensuring the full alignment of business needs and HR resources. To that end, HR will conduct regular checks and respond to situations through ad hoc engagement and leadership surveys, as well as by coordinating follow-up action plans.

What is more, as part of its continued efforts to cultivate a better working environment, the Agency is in the process of adopting a proactive approach for preventing and combatting harassment, as well as addressing serious cases of conflict, in order to ensure that eu-LISA remains a value-based workplace that is founded on mutual respect.

The Agency's continued consolidation after a period of organisational reform, growth and transformation, with a focus on the digitalisation of HR processes and recruitment

In 2020, following the comprehensive internal re-organisation undertaken in 2019, eu-LISA introduced some modifications to the allocation of tasks and staff that had only a minor impact on its overall organisational structure[37]. However, the Agency's structural transformation, fully functional in 2021, has significantly improved eu-LISA's overall performance by optimising additional human resources granted to the Agency as a result of the expanded mandate. In order to manage existing and newly assigned responsibilities more efficiently, the expansion of eu-LISA's mandate also called for the revision of its operating model which is scheduled for implementation during the 2022-2024 period.

In terms of organisational growth, one of the primary goals for HR is to ensure the availability of adequate resources during those periods of expansion. To that end, the Agency must be prepared to take on a large number of additional responsibilities that are expected to reach their peak during the growth period, while also consolidating incoming staff and continuing to welcome new recruits. The completion of eu-LISA's organisational transformation process, which was essential to prepare the Agency for future HR challenges, has also contributed to the increased administrative burden, while also revealing there are still several critically understaffed functional areas within the Agency.

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[37] For a more detailed breakdown of the new and improved structure, please refer to eu-LISA's organisational chart in Annex I.

Overall, the administrative burden of the HRM sector has increased primarily due to an influx of new staff needed to accommodate the increased demand stemming from eu-LISA's expanded mandate or related to additional responsibilities assigned under the new regulations. Therefore, although every effort is made to absorb the additional workload through optimisation and improved administrative efficiency, the HR function will continue with the recruitment of new staff to ensure the optimal functioning of the organisation as outlined in relevant plans.

Owing to that, the overall work programme of eu-LISA's HR Management will focus on recruitment, onboarding, integration, and development of new staff members, enabling them to achieve sufficient engagement with their work and reach the objectives set by the Agency.

In order to achieve the recruitment targets, set for 2021 and 2022, while operating in the context of COVID-19 restrictions, eu-LISA has decided to make maximum use of existing reserve lists for filling vacancies throughout the Agency. In addition, to mitigate the temporary increase in the demand for additional staff, the Agency is also considering adding some short-term recruitment specialist posts to the HR staff. What is more, to expedite the recruitment process, eu-LISA has launched a new procurement tender for medical services in Strasbourg, and is in the process of acquiring and implementing a new recruitment tool that will enable asynchronous interviews. The outcomes of these measures should be evident in a couple of months.

The wide array of other HR-related processes (e.g., granting of rights and entitlements, payroll and payments, leave, onboarding, probation, appraisal and reclassification processes, etc.) will continue to be performed duly and diligently. Administrative efficiency is to be achieved through the digitalisation of HRM and the automation of repetitive administrative tasks, e.g., the EU's HRM information system SYSPER and its optional modules, together with the continued development of eu-LISA's own online learning platform iLearn to support the Agency's transition to Competency-based Human Resources Management. In addition, the Agency will continue to improve its HR-related internal services through efficient administration and by providing in-house opportunities for professional development.

What is more, eu-LISA will remain committed to exchanging best practices in the HR domain with other EU agencies, as well as collaborating with the European Commission under the revised Memorandum of Understanding of 2019[38]. For example, in cooperation with the Commission, and in accordance with Article 110 (2) of the Staff Regulations, the Agency adopted new rules for eu-LISA staff on the prevention and management of conflicts of interests[39].

Development of competencies and capabilities related to operations

The Agency is in the process of adopting the Competency-based Human Resource Management methodology, which will provide a framework for offering tailored learning programmes for operational staff, enabling the Agency to cultivate a more strategic approach to workforce planning. As a result, all learning will be geared towards empowering the staff and dedicated teams to improve their performance and reach their full potential in order to deliver top quality services to the Agency's stakeholders. In this context, the HR function will support eu-LISA's Operations Department in maintaining and upgrading the lists of relevant skills and competencies necessary for operational management and, most importantly, for ensuring the continuous evolution of the systems entrusted to the Agency, not to mention the performance of any new tasks that might be assigned in the future.

a) Development of existing tasks

The scope of eu-LISA's tasks has grown significantly since 2018 and this trend is expected to continue. In the 2022–2024 period, the Agency's responsibilities will reach their highest level to date with the development of the European Travel Information and Authorisation System (ETIAS), the European Criminal Records Information System (ECRIS), and achieving overall interoperability between all the large-scale European IT systems overseen by eu-LISA. Moreover, the Entry/Exit System (EES) and ETIAS will also become operational during this period. To strengthen eu-LISA's capacity for service delivery, the Agency has already secured and will recruit even more additional staff in line with the personnel allocations in the respective Commission proposals, as indicated in **Table 9. eu-LISA staff estimates for the 2022-2024 period**.

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[38] Annex to the Commission Decision on the adoption of a Revised Memorandum of Understanding between the European Commission and eu-LISA, C (2019) 8941 final of 17.12.2019.
[39] Decision No 2020-405 of 23.12.2020 of the Management Board of eu-LISA on implementing rules on the prevention and management of conflicts of interests of the staff members.

In 2021, the Agency is expected to increase its staff by 32 posts (11 TA and 21 CA) as outlined in the Commission proposals for the adopted Regulations on ETIAS and interoperability, as well as the VIS Recast Regulation that is still subject to adoption. The Commission proposal for a Regulation on the use of the Schengen Information System (SIS) in the field of police cooperation and judicial cooperation in criminal matters as regards the entry of alerts by Europol[40] envisages two (2) CA posts to be set up at eu-LISA. In addition, with the adoption of the 2021 budget estimates, the Agency is expecting the addition of another 14 posts (11 CA and 3 SNEs). Since these plans are going to affect the staff levels in 2022, they are included in Table 9 – eu-LISA staff estimates for the 2022–2024 period, as well as in Annex II and Annex XIII.

The plans for the 2022–2024 period[41] contain additional human resources to cover staffing shortages that were identified in the process of comparing the HR demand with relevant legislative proposals. For example, staffing shortages were identified in the areas related to SIS, systems interoperability, EES, and in first and second level support to the Member States (e.g. the 24/7 Service Desk). In this context it is important also to note that most of those proposals were adopted two or three years prior to the adoption of the respective regulations. The Commission's proposals do not account for the separate call for additional staff made by eu-LISA's Operations Department. The recruitment of additional staff will reduce eu-LISA's dependence on external service providers, especially in areas where it is clear that the task should be performed by the Agency's own staff.

Both in 2019 and 2020, project scheduling suffered due to insufficient staffing, prompting renewed calls for additional staff. Owing to that, several projects had to be re-scheduled, while the available resources were re-focused on previously postponed activities or projects scheduled for 2021 and later. Furthermore, additional resources will also be needed due to the fact that projects that were initially supposed to run in sequence will now have to be run in parallel.

In 2022, the Agency is expected to reach a peak both in terms of its overall growth, as well as in the execution of its core activities, while also absorbing the accumulated effects of delayed projects such as activities related to or affected by the implementation of the Common Shared Infrastructure (CSI), construction of the new building extension on the Agency's operational site in Strasbourg, enhancing the Agency's corporate IT and related coordination activities.

The 2022 benchmarking exercise and subsequent analysis of the results indicated that for any staff increase in the areas related to operational tasks and procurement, there should be an additional 20% staff increase planned to ensure the necessary coordination and administrative support. If staffing should fall below this ratio, the resources granted for operations will have to be partially re-allocated to the horizontal tasks that cannot be outsourced, resulting, in turn, in shortages in the technical domain. At the same time, the new approach adopted for external support staff is expected to have a positive impact on staffing shortages and overall staff numbers.[42]

The Agency's overall staffing needs for 2022, as envisaged in the respective Legislative Financial Statements (LFS) are presented in **Table 8. eu-LISA estimates for additional staff in 2022**, including:

- posts that are identified for ETIAS carrier support (CAC);
- posts allocated for technical and horizontal activities that have been planned by eu-LISA for the implementation of new IT systems and to reduce reliance on external service providers (e.g. security, administrative support and coordination activities, including HR, finance, accounting, internal audit, etc.).

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[40] Proposal for a Regulation of the European Parliament and of the Council amending Regulation (EU) 2018/1862 on the establishment, operation and use of the Schengen Information System (SIS) in the field of police cooperation and judicial cooperation in criminal matters as regards the entry of alerts by Europol COM (2020)791, 09.12.2020
[41] Subject to adoption of the establishment plan and draft budget estimates for 2022.
[42] eu-LISA is currently developing a new model for sourcing and use of external support.

Table 8. eu-LISA estimates for additional staff in 2022

Unit and profile	FTE estimate	Function group and grade
Additional staff necessary for the CAC-related activities		
SOU –Carrier Toolset Administrator	2	FG IV
TTU – Release/Change/Test manager	2	FG IV
SCU – IT Security Administrator/ Corporate Security Services	2	FG IV
SOU – 2nd level support administrator (24x7)	5	FG IV
SOU – 1st and 2nd level team lead	1	FG IV
TTU – Registration officer	2	FG IV
PPU – Programme and Project management	2	FG IV
IMU – System Administrator	2	FG IV
PSU – Business relation manager	1	FG IV
HRU/CSU – Horizontal support for recruitment and ICT	2	FG IV
TOTAL 1	**21**	
Additional staff necessary for implementing large-scale IT projects and reducing dependence on external contractors		
Technical and coordination profiles listed in Annex XIII	25	5 AD7, 5 AD 5, 10 FG IV, 2 FG III, and 3 SNEs
TOTAL 2	**25**	
GRAND TOTAL	**46**	

A detailed list of activities and required resources for the 2022–2024 period is presented in Annex II. The Agency conducted a comprehensive analysis on the possible outsourcing of certain tasks related to those activities, and Annex XIII contains a list of profiles that cannot be outsourced, indicating relevant justification for hiring in-house experts. It should be noted that each of the listed profiles is expected to engage in several activities or projects, having been identified after careful consideration of all internal human resources in terms of their direct or indirect involvement in relevant activities or projects.

b) New tasks

The Agency's mandate was extended with the entry into force of eu-LISA's revised Establishing Regulation in December 2018. Following the adoption of the Commission's proposal for a Regulation on a computerised system for communication in cross-border civil and criminal proceedings (e-CODEX system), and amending Regulation (EU) 2018/1726[43], it is likely that eu-LISA will assume responsibility for managing the EU's e-CODEX system, pending the adoption of the respective Regulation.

In consultation with the Commission's Directorate-General for Justice and Consumers (DG JUST), the Agency is involved in the discussions regarding a new legislative initiative for creating a collaboration platform for Joint Investigation Teams (JIT), which may result in a new task for eu-LISA, i.e. to develop and implement this platform starting from 2024.

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[43] Proposal for a Regulation of the European Parliament and of the Council on a computerised system for communication in cross-border civil and criminal proceedings (e-CODEX system), and amending Regulation (EU) 2018/1726, COM/2020/712.

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

Furthermore, in 2022, the Agency's existing responsibilities will continue to expand both in terms of scope and complexity as described in more detail in the next section.

2.2.3 Resource programming for the 2022–2024 period

Financial resources planning

The financial resources for the 2022-2024 period constitute a part of eu-LISA's multi-annual planning and are included in its forecast for the Multiannual Financial Framework (MFF) 2021-2027.

The Agency's estimated needs foresee a peak of the use of financial resources in 2022, primarily due to the ongoing adoption of new responsibilities entrusted to the Agency (i.e., implementation of EES, ETIAS, ECRIS-TCN and Interoperability), as well as the evolution in the scope and complexity of eu-LISA's existing tasks.

Annex II provides a detailed overview of operational expenditure by system as foreseen in the SPD for 2022, as well as in the multi-annual planning and budget justifications. Annex III, on the other hand, contains the breakdown of the budget in accordance with the Agency's budgetary structure, where operational expenditures for each system are grouped by budgetary chapter.

Human resources planning

This SPD presents an overview of eu-LISA's staffing needs pursuant to the relevant regulations adopted between 2017 and 2019, as well as the ones scheduled for adoption in 2020 or 2021.

In the process of preparing its establishment plan, the Agency took guidance from the position outlined in the Commission's communication 'Programming of human and financial resources for decentralised agencies 2014-2020'[44]. Consequently, all staff cuts detailed in the communication were implemented by the end of 2018.

In addition, the Agency has put forward a request for additional staff to ensure the performance of horizontal tasks and to cover staffing shortages both in technical areas and related to new or upgraded IT systems. For more detailed information on this, please refer back to subsection *2.2.2 a) Development of Existing Tasks*. For the 2022-2024 period, the Agency has indicated the need for the following increase in staff numbers (see **Table 9. eu-LISA staff estimates for the 2022–2024 period** on page 43).

These figures include the approved staff numbers for eu-LISA by the relevant Commission proposals for the respective regulations, as well as the need for additional staff for the 2022–2024 period as identified by the Agency.

In addition to this section, the estimates for the 2022–2024 period are described in more detail (including relevant developments and staffing needs) in Annexes XIII and II, outlining a three-year perspective. The overall evolution of eu-LISA's staff quota is included in the tables of Annex IV. Information on recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and training is provided in Annex V.

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[44] Communication from the Commission to the European Parliament and the Council 'Programming of human and financial resources for decentralised agencies 2014-2020', COM (2013) 519 final of 10 July 2013. The document foresees that the reduction of Temporary Agents will result in the following staff levels: 120 in 2015, 118 in 2016, 115 in 2017, and 113 in the years 2018-2020.

Table 9. eu-LISA staff estimates for the 2022−2024 period

Elements	2022 TA	CA	SNE	total staff	2023 TA	CA	SNE	total staff	2024 TA	CA	SNE	total staff
Baseline staff as defined in the revised eu-LISA Regulation	113	30	9	152	113	30	9	152	113	30	9	152
LFS EES (development + operational)	32			32	32			32	32			32
LFS ETIAS	7	35		42	7	35		42	7	35		42
LFS SIS Borders/LE and SIS returns		4		4		4		4		4		4
LFS SIS police cooperation		2		2								
LFS Change of funding Regulation - additional staff	23	27	2	52	23	27	2	52	23	27	2	52
LFS on Interoperability	32	36		68	31	34.5		65.5	24	31		55
LFS ECRIS		5		5		5		5		5		5
LFS Eurodac Recast[46]	2			2	2			2	2			2
LFS VIS Recast	4	5		9	6	7		13	6	6		12
LFS e-CODEX		2[48]		2	2	3		5	2	3		5
Sub-total	**215**	**148**	**11**	**374**	**216**	**144.5**	**11**	**371.5**	**206**	**138**	**11**	**355**
Agreement with Frontex on the CAC		21				21				21		
SPD 2022−2024 additional staff needed by eu-LISA	10	12	3	25	10	12	3	25	10	12	3	25
Total	**223**	**179**	**14**	**416**	**226**	**178**	**14**	**418**	**219**	**174**	**14**	**407**

2.2.4 Strategy for achieving efficiency gains

In the long term, eu-LISA's goal is to become an agile and efficient organisation. In order to increase efficiency, especially considering the responsibilities arising from its newly expanded mandate, the Agency reconfigured its **organisational structure** and adopted a **new operating model**. In addition, eu-LISA's organisational reform entailed the redefinition of processes, a new distribution of staff posts and profiles, and the revision of the HR planning process.

However, the achievement of policy objectives is contingent on the constraints arising from the human resources available to eu-LISA. Although the Agency secured funds for recruiting additional staff to take on new responsibilities, with 25 posts filled in 2019 following the entry into force of eu-LISA's revised Establishing Regulation, the Agency is still experiencing staff

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shortages to take on newly assigned responsibilities. To mitigate the situation, the Agency engages in regular discussions and the development of measures for addressing the issue of staff shortages and eu-LISA's operational objectives.

In this context, one of the chosen measures has been the **use of external service providers** for various IT and administrative tasks. However, this solution is complicated by the fact that in most EU countries the relevant legislation on the use of external service providers is becoming increasingly complex. In preparing its new **Sourcing Strategy**, the Agency is exploring alternative approaches that will enable the human resource gap to be closed that cannot be resolved with already allocated staff posts. The sourcing strategy indicates the FTEs per area of the Agency's activity using internal staff only for key services, using external contractors, or applying a mixed model. Furthermore, such a type of sourcing strategy has long been recommended in the audits conducted by the European Court of Auditors (ECA). Going forward, it will be an important element to guide the planning of human resources for the SPD and justify requests for additional resources in a more transparent manner. In parallel, the Agency is finalising the new Framework Contracts for the sourcing of external support, i.e. to outsource the tasks and work for which eu-LISA has not been allocated a sufficient number of internal posts.

Further efficiency gains are expected to be achieved in the long-term perspective from the **digitalisation of processes** that involve high volumes of paperwork (e.g. in HR – various SYSPER2 modules, eRecruitment Tool, iLearn), and, where possible, through the **simplification of internal processes**, especially for administrative tasks (e.g. working time records, document management systems, etc.). However, the customisation or development of new IT solutions require increased efforts to prepare the technical specifications and to test the proposed solutions. Therefore, the development phase of new IT tools necessitates a temporary increase of human resources, whereas the expected efficiencies will be achieved only after the developed IT solutions have become fully functional.

This poses additional challenges and puts pressure on existing staff because the hiring process depends on the adoption of respective legal instruments, whereas the recruitment and selection processes need those resources in advance. The COVID-19 situation that developed in 2020, and in 2021, still has a direct negative impact on recruitment, which, in turn, affects the planning and implementation of projects.

To that end, the Agency has drafted an **Efficiency Gains Strategy** focusing specifically on streamlining its processes, optimising governance, building capacity, implementing regular reviews, introducing precise measurement and automation.

In particular, this draft strategy covers the following areas:

- definition, documentation and measurement of processes;
- improvements to processes, using regular reviews and optimisations, also on-demand;
- value chain analysis;
- regular reviews and optimisation of internal governance and organisational structures;
- regular reviews and optimisation of governance methods and practices;
- automation, including the implementation of machine learning and AI for processes and services;
- definition, measurement and reporting of services, based on the established measurement tree.

It should be noted that to achieve efficiency gains, the organisation must engage in comprehensive capacity-building across the Agency, including the development of necessary skills and knowledge among the staff. To be successful, this capacity building must be done in conjunction with the implementation of the Agency's Human Resources Strategy.

2.2.5   Negative priorities/reduction of existing tasks

At the time of writing, the Agency does not foresee any negative priorities for 2022. However, depending on the final outcome of the negotiations on the new Multiannual Financial Framework for the period 2021-2027, it cannot be ruled out that eu-LISA may have to set out negative priorities and/or to reduce the number of planned tasks if the human and/or financial resources allocated to the Agency are not going to be sufficient to cover all the activities planned for 2022.
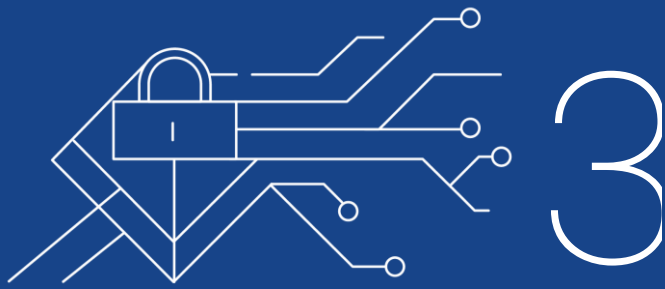
3
ANNUAL WORK PLAN

3 Annual Work Programme for 2022

3.1 Executive summary

The planning of eu-LISA tasks for 2022 is built around the following two sets of priorities:

CORE BUSINESS PRIORITIES:

- Stable and uninterrupted operations and services of Core Business Systems.
- Progress with implementation of new initiatives (EES, ETIAS, Interoperability, ECRIS-TCN, VIS Recast, Eurodac Recast) in accordance with agreed roadmaps.
- Progress with 2nd extension of the operational site of the Agency in Strasbourg according to plan.

HORIZONTAL ORGANISATIONAL PRIORITIES:

- Further strengthening of the Agency's internal control system with particular emphasis on quality management and contract and vendor management.
- Further development and strengthening of programme and portfolio management capabilities.

In addition, as of 2022 eu-LISA has a new approach for presenting the planned activities in the SPD. Until now, the Agency has presented planned projects and operational or corporate tasks as individual activities in the Annual Work Programme which has turned it into a complex and heavy document, requiring substantial internal effort to prepare it annually, and effort by the Agency's stakeholders to read it. In the last few years, eu-LISA has put substantial effort into developing its capabilities for portfolio and programme management and this will lead to a reduction of the complexity of the annual and multi-annual planning, better management of the available resources, and improved traceability and management of interdependencies between individual projects and tasks.

The 2022 Annual Work Programme reflects this new approach and is structured around defined portfolios and programmes. A portfolio is a collection of projects, programmes and non-project activities managed as a group to contribute to the achievement of the strategic objectives of eu-LISA through optimised use of available human and financial resources. The four portfolios are: 'Operational Management/Recasts', 'New systems/Innovation', 'Infrastructure' and 'Corporate activities'. A programme is a group of related projects and non-project activities that are managed in a coordinated manner to deliver benefits that could not be achieved if managed separately. The six programmes reflected in the document are: 'VIS', 'SIS', 'Eurodac', 'Smart Borders', 'Interoperability' and 'Corporate IT'. In section 3.2 these are represented as different activities, allowing the reader to have a better understanding of the planned work under each programme/portfolio.

The new approach reduced the overall volume of the SPD providing at the same time the same (and in some cases better) level of details for the planned work. It is also in line with the European Commission's updated guidelines on preparing the SPD published in 2020.

At the same time, with the adoption of Programme and Project Management (PPM) processes and tools, the Agency will be able to more accurately plan projects and activities based on resource capacity, better estimate project costs, anticipate future demand, prioritise projects to ensure strategic alignment and increase the success of budget execution resulting in overall increased value to the stakeholders.

The description of the content of each portfolio and programme is provided in the following sections.

PORTFOLIO: Operational management/Recasts

PROGRAMME: SIS

The Agency will continue to operate SIS in line with the corporate KPIs and the SLAs. Maintenance of the system will be carried out, and will include preventive, corrective, adaptive and perfective activities. These activities will take into account the changes deployed for the implementation of the SIS Recast regulations of 2018. The system will continue to evolve in line with the needs and requirements of the Member States. In particular, the queries from Automated Number Plate Recognition systems will be implemented in the central system.

Operation and maintenance of the Automated Fingerprint Identification System (AFIS) will be carried out.

Following the constant increase in usage of the system by the Member States, the Agency will continue to increase the query capacity.

The integration of SIS into the interoperability process will start, by addressing the interfaces between the core SIS and the corresponding interoperability elements.

The Agency will support the Member States in conducting testing and qualification campaigns of the national systems. This will be of great significance as SIS complexity will be increasing, owing to the additional biometric technology introduced by the SIS Recast and the preparation for interoperability.

PROGRAMME: VIS

The Agency will continue to operate VIS in line with the corporate KPIs and the SLAs. Maintenance of the system will be carried out, and will include preventive, corrective, adaptive and perfective activities, and cover also the new EES integrated environment

The Agency will continue its comprehensive analysis and design activity regarding the integration of interoperability components, in order to optimise the future migrations.

Provided that the legal instruments have been adopted, the Agency will pursue the development of the new VIS legal base (VIS Recast) which will impact the VIS central and national systems.

As part of the Agency's efforts to increase the availability of the systems through the implementation of an active-active architecture, the Agency will start updating the VIS service and with the necessary development to prepare for implementation.

PROGRAMME: Eurodac

The Agency will continue to operate Eurodac and DubliNet in line with the corporate KPIs and the SLAs. Maintenance of the system will be carried out, and will include preventive, corrective, adaptive, perfective activities and EURODAC redesign activity.

The developments related to the evolution of Eurodac will be highly affected by the progress of the preparation and subsequent adoption of the new Eurodac Regulation proposed by the European Commission as a part of the new Migration and Asylum Package. Until the adoption of the new legal base, evolutions and technical changes will stem from adaptive maintenance and operational needs.

The Agency will continue to support the Member States in the adaption of their national systems to improve their use of Eurodac and DubliNet.

PROGRAMME: Other operational management activities

Operational management of the systems will be carried out in line with the Agency's ITSM framework, to ensure that all service-level agreements are met. All the processes defined in the programme will be run and measured on a regular basis, and reporting will be done. The Agency will also perform a continuous review and improvement of the services and processes in the programme.

First-level support will be provided 24/7 to all systems users, in direct communication with the single points of contact, and will include incident management, request fulfilment, support and service, business and technical monitoring.

Second-level support will also be provided 24/7, as technical support for all systems in production. It will contribute to incident management, problem management, change and release management. The second-level support team will also provide technical supports for projects in the programme.

The Agency will deliver key processes such as operational change management, release and deployment management, test management. In the delivery of the processes, the Agency will ensure the quality and efficiency of all activities, and will work in close collaboration with the relevant stakeholders and governance bodies.

The Agency will provide an information security and assurance service, which includes security management and assurance, security operations and response, and security assessment and testing.

The Agency will manage the business continuity of the large-scale IT systems, which includes managing the operation, planning and development activities. In 2022, the Agency will organise a security and business continuity exercise for SIS.

This programme also includes the maintenance of the ECRIS reference implementation, which has been the responsibility of the Agency since April 2020[49].

PORTFOLIO: Infrastructure

PROGRAMME: Infrastructure

To ensure continuous availability of the systems, central and backup units will be operated, maintained, and any necessary evolutions and improvements will be developed and implemented.

Communication services will be provided, including the operation of the second encryption layer on the SIS and VIS communication infrastructure. The Agency will also manage the network services provided by several suppliers for the TESTA and EuroDomain networks.

Network operation services will be provided, and they include the operational management of the local network infrastructure of the systems, the local and internet network infrastructure of the EES/ETIAS web services, the NUI local network infrastructure, the CSI local network infrastructure, and the EUWS network.

Second-level infrastructure support will be provided as part of the incident management, problem management and request fulfilment processes.

Operational management will be provided for the infrastructure of test systems, for the CMDB, for the change management implementation, for the EUWS support, for integration testing, for platform administration and for systems engineering. Following the implementation of an application lifecycle management platform, support and related tools will be provided for it.

The transition to the new TESTA network will continue, from 2021, and will include the progressive migration of the systems' communication infrastructures.

Integration of the single integrated monitoring solution with the event management process, started in 2021, will be completed.

Activities related to contract management will go ahead, following the transversal approach initiated in 2020 by the Agency. These activities will cover TEF maintenance for the core infrastructure, TOF programme management, the management of TOF for corrective maintenance, and for hardware (HW) and software (SW) renewal, and the management of Oracle licences.

The Agency will develop a software engineering capability, in order to improve the quality of the software delivered by contractors, and in turn increase the performance and efficiency of the systems and of their maintenance.

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[49] ECRIS was established by the Framework Decision 2009/315/JHA and has been operational since 2012. Pursuant to Article 4(3) of the ECRIS-TCN Regulation, the ECRIS-TCN interface software shall be integrated with the ECRIS reference implementation. In line with this, Article 11(2) of ECRIS-TCN Regulation provides that eu-LISA shall be responsible for the further development and maintenance of the ECRIS reference implementation. Given the fact that ECRIS has been operational, the Agency took over the maintenance of the ECRIS RI software in April 2020.

PORTFOLIO: New systems/Innovations

PROGRAMME: Smart Borders

In 2022, the Agency will finalise the main development of EES started in 2019 (EES core implementation). Following the entry into operation of the systems, the Agency will initiate the related maintenance tasks (EES maintenance, EES BMS hardware and software maintenance, EES BMS maintenance for the active-active setup). In addition, the Agency will start the necessary adjustments for the integration of EES with the other interoperability components.

The Agency will finalise the implementation of ETIAS by the end of 2022 and, in order to prepare for its entry into operation, the necessary maintenance tasks will be initiated.

In parallel, the Agency will complete the EES/ETIAS Web Services implementation until its entry in operation, and will initiate the related maintenance activities.

eu-LISA will continue the implementation of ECRIS-TCN started in 2019. By 2023, the ECRIS reference implementation will be integrated with the ECRIS-TCN interface software.

The Agency will continue to collaborate actively with its stakeholders as part of the business relations, demand management, change management and requirement management processes. eu-LISA will continue to coordinate and support the activities of the several advisory groups, working groups and expert groups in accordance with its establishing regulation and other regulations on the respective systems and interoperability.

PROGRAMME: Interoperability

In line with the legal instruments, the Agency will continue the development of all interoperability components.

The development of the Central Repository for Reporting and Statistics (CRRS), started at the beginning of 2021, is expected to be completed by the end of 2022. In order to prepare for entry into operation, the necessary maintenance tasks will be initiated.

The development of the CIR, started at the beginning of 2021, is planned to be completed in 2022.

The development of the ESP, started at the beginning of 2021, will continue through the year. In preparation for the entry into operation, the necessary maintenance tasks will be initiated in 2022.

The development of the MID, started at the beginning of 2021, will continue through the year.

Ahead of their entry into operation, the Agency will update its ITSM framework by adding and defining the new services related to the new interoperability components.

Also ahead of the entry into operations of the interoperability components, the Agency will continue its related implementation activities on the interoperability between EES and VIS and between ETIAS and VIS. eu-LISA will continue developments related to the integration of ECRIS-TCN with the interoperability components.

eu-LISA will proceed with the EES BMS/sBMS implementation started as a part of EES implementation.

Continuing on from 2020 and 2021, the Agency will finalise the project for the migration of VIS biometric functionalities to sBMS. The maintenance of the User Software KIT (USK) will be initiated in 2022.

PROGRAMME: Other new systems/Innovation activities

As part of a separate programme, the following activities contribute to increasing the efficiency and effectiveness of the systems' operations.

Continuing on from the initiative started in 2019, the Agency will proceed with the second phase of implementation of the Application Lifecycle Management.

The Agency will conclude the project started in 2020 on the core SIS interconnection, by completing the interface to allow the exchange of messages with ETIAS.

eu-LISA will continue working on its enterprise architecture in the overall context of interoperability.

PORTFOLIO: Corporate activities

PROGRAMME: Corporate IT

The Agency will operate and maintain its corporate IT applications, networks, systems and storage facilities.

Continuing the initiative started in 2021, the Agency will migrate some of its corporate IT infrastructure and applications to the cloud.

Also continuing from 2021, the implementation of ITIL standards and best practices for the corporate IT services will be finalised.

The procurement of ICT equipment, infrastructure and services will be organised and IT end-user support (service desk) for the Agency staff will be provided.

PROGRAMME: Other Corporate activities

Corporate activities will be carried out to support delivery of the Agency's mandate and the planned annual activities, to ensure that the annual objectives are met and that the Agency operates as an efficient and agile organisation, in compliance with the EU regulatory framework.

This activity includes the management of the Agency, its entities and its internal decision-making. Corporate management covers the implementation of the annual internal audit plan, including implementation of audit recommendations from all the various audits (IAC, IAS and ECA), and maintenance of the Agency accounts. To improve the corporate management, the Agency will finalise in 2022 the implementation of an official appraisal process based on the Capability Maturity Model Integration, an initiative started in 2020.

Under the supervision of the Data Protection Officer (DPO), data protection activities will be organised to monitor the Agency's compliance with the data protection legal base, and to advise and inform all eu-LISA staff on the issues of data protection for the operational management of the systems and for other activities undertaken by the Agency. Reporting on data protection and cooperation with the European Data Protection Supervisor (EDPS) as well as with other EU agencies and bodies will also be carried out as required.

Stakeholder management activities will be organised to support the management structure of the Agency, in particular its governing bodies (Management Board, Advisory Groups). Policy monitoring and coordination will be organised, to support the cooperation of the Agency with the European Commission, the European Parliament and the Council of the EU, and other EU bodies and agencies, in particular in the Justice and Home Affairs domain. Internal and external communication tasks will be performed as necessary.

eu-LISA's communication activities follow the principles set out in the updated communication strategies for the period 2021-2027. The communication objectives, goals and messages will be related to eu-LISA's overall strategic objective and aimed at increasing the visibility, credibility and accurate understanding of the Agency's work amongst its stakeholders and the general public.

Human resources will be managed in the spirit of consolidation, in the context of the Agency's ongoing transformation and growth that began in 2020. The development of competency and capability for systems operations will be a key activity planned for 2022.

Finance and procurement activities will be carried out, and in particular the execution of the procurement and acquisition plan. Established controls, procedures and audits in the field of finance and procurement management will be performed. All services related to budgetary, asset and financial management will be provided.

The Agency will perform the necessary tasks related to security and continuity management, that will include business continuity, disaster recovery and emergency response, and information security and assurance services.

All the Agency's facilities (the headquarters in Tallinn, the technical site in Strasbourg, the backup site in Sankt Johann im Pongau and the liaison office in Brussels) will continue to be operated and maintained, and the necessary services will be provided.

The Agency successfully initiated the process for building the second extension to its operational premises in Strasbourg in 2019. In 2022, the Agency will continue with the planning of the second extension of the technical facilities in Strasbourg. The construction and the acceptance of the building is expected to be completed in 2028.[50]

As part of its general coordination activities, the Agency will prepare reports on the technical functioning of the systems and publish statistics on their usage and continue providing training to the Member States on the technical use of the systems. eu-LISA experts will continue to contribute as observers to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy, subject to the evolution of the COVID-19 pandemic. The Agency will continue its research and technology monitoring activities, in particular by integrating research findings into the application life cycles. eu-LISA will support the implementation of parts of the Horizon Europe Framework Programme for Research and Innovation[51]. The Agency will prepare the yearly governance, planning and reporting documents as required by the regulations.

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[50] More details are given in Annex VII
[51] Proposal for a Regulation of the European Parliament and of the Council, establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, COM/2018/435 final

3.2 Activities

This section and Annex II present the activities of the programmes and portfolios described above in section 3.1 Summary.

3.2.1 Operational management/Recasts – VIS

The objectives of this activity are the effective and efficient management of VIS/BMS, and the delivery of the required evolutions of the systems. With this activity, eu-LISA provides the Member States with VIS/BMS in accordance with the legal instruments and the agreed SLA. The uninterrupted availability of VIS for the Member States is one of the Agency's key contributions to the European Common Visa Policy. In 2022, there will be two main evolutions of VIS/BMS: first the implementation of the VIS Recast Regulation, and second the start of the implementation of a VIS active-active architecture.

The budget and the necessary human resources of this activity for 2022 are given in Annex II.

Project/task	Scope/Description	Major risks / challenges	Performance Indicators	Performance Target
Implementation of a VIS active-active architecture	▪ Identifying a horizontal methodology for active-active setup for all CBSs ▪ Updating VIS service accordingly	Horizontal active-active framework not ready	Cost, schedule and scope	Green[52]
VIS Recast development (continuation)	▪ Modifying the central VIS and the national interfaces in line with the amended VIS Regulation.	Data centre space availability issues may impact smooth operations (e.g. overheating within racks due to lack of additional space, difficulties to add infrastructure in case of issues)	Cost, schedule and scope	Green
VIS/BMS maintenance	▪ Corrective maintenance: Incident Management, Problem Management, Change Management. ▪ Adaptive maintenance: follow and anticipate the obsolescence of system components so that VIS/BMS remains compliant with state-of-the-art technologies and fully supported by component manufacturers and editors. ▪ Perfective maintenance: improve, based on technical expertise and identified upturns, VIS/BMS components to ensure optimal performance. ▪ Preventive maintenance: perform changes in VIS/BMS based on operational observations to prevent identified potential sources of issues from becoming incidents.	Timely adoption of the VIS Recast Regulation	Compliance with the VIS/BMS SLA and corporate KPI	99.99 % VIS central system availability 100 % VIS central system response time

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[52] All projects in section3.2 Activities include eu-LISA's standard performance indicators for project tolerances that consist of:
Project Cost Performance: Red - Total deviation >10% / Amber - Total deviation 5% <10% / Green - Total deviation <=5%
Project Schedule Performance: Red - Total deviation >10% / Amber - Total deviation 5% <10% / Green - Total deviation <=5%
Project Scope Performance: Red: when the above conditions are not satisfied / Amber: deviations allowed within the limits for schedule and cost, as far as they are aligned with the business case and approved by project board
Green: no deviations

3.2.2 Operational management/Recasts – SIS

The objectives of this activity are to manage SIS and SIS AFIS effectively and efficiently, to deliver the required evolutions of the systems and to support the Member States in the management and evolution of their national systems. With this activity, eu-LISA provides the Member States with the SIS and SIS AFIS in accordance with the legal basis and the agreed SLA. The availability of SIS to the Member States is one of the Agency's key contributions to law enforcement collaboration in Europe.

In 2022, the main evolutions of SIS will relate to the subsequent entry into operations of the interoperability components. The capacity of SIS will be extended to prepare for additional traffic coming from MID and ESP, and the central SIS central system will be prepared for implementation of the interfaces with the interoperability components. Any other evolution required and agreed by the different stakeholders will be carried out as required.

Details of the budget and the necessary human resources for this activity for 2022 are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Extended capacity of SIS	Implementing an additional query capacity and performing the tests to ensure that the requirements are met.	External contractor to deliver the requested evolution on time SIS MWO contract ends on 31/05/22 and must be extended	Cost, schedule and scope	Green
SIS AFIS maintenance	■ Corrective maintenance: Incident Management, Problem Management, Change Management, release management. ■ Adaptive maintenance: follow and anticipate the obsolescence of system's components so that SIS AFIS remains compliant with state-of-the-art technologies and supported by component manufacturers and editors; implementation to be carried out as evolutions. ■ Use and maintenance of operational tools to support the above aims. ■ Continuous monitoring of the system inventory and components to ensure that they are kept up to date and under continuous support from suppliers (licence renewal, patching, etc.). ■ Manage the interaction with the MWO contractor and contractual follow-up for the above aims.	New biometric technology introduced can be a challenge for incident and problem resolution	Compliance with the SIS AFIS SLAs	Standard and specific SIS AFIS SLA met 100 %
SIS support to Member States	■ Providing on-going support to Member States during the qualification process of their individual national systems evolutions. ■ Conducting test and qualification campaigns in cooperation with the MS and based on their needs.	Increased complexity resulting from biometric technology introduced into the system. Increased complexity resulting from interoperability initiatives. Overlap with other project activities. Increase in the number of supported MS.	Quality and time of MS integration (if any) Adherence to the MS testing plan	No deviation from Member States National Systems testing plan
SIS maintenance	■ Corrective maintenance: Incident Management, Problem Management, Change Management, release management. ■ Adaptive maintenance: follow and anticipate the obsolescence of the system components so that SIS constantly remains compliant with state-of-the-art technologies and supported by component manufacturers and editors.	Recast changes and new technology introduced can be a challenge for incident and problem resolution	Compliance with the SIS SLA and SIS-related corporate KPIs	Standard and specific SIS SLA met 100% 99.99 % central system availability

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ Use and maintenance of operational tools to support the above aims. ■ Continuous monitoring of the system inventory and components to ensure that they are kept up to date and are supported by suppliers (licence renewal, patching, etc.). ■ Managing the interaction with the MWO contractor and contractual follow-up for the above aims.			99.95 % central system response time
SIS Evolution (projects, evolutions and studies)	Evolutionary maintenance of the core SIS to include requests agreed with the stakeholders, such as Automatic Number Place Recognition (ANPR) queries implementation. [53] 	External contractor to provide in time the requested evolutions/studies. SIS MWO contract is ending 31/05/22 and should be extended.	Cost, schedule and scope	Green
C.SIS integration to ESP and MID and other Interoperability components	Depends on the architecture of interoperability components, and create interfaces with, CIR, MID and ESP - Develop all required ICDs between C.SIS and interoperability components - Implement mechanism for data exchange and synchronisation between C.SIS and MID - Testing and qualification of the new C.SIS release with interoperability components - Perform operational tests with MS and system acceptance testing before deployment to production;	Risk that interoperability components are not ready on time to be integrated during the implementation and within the deadline. - Complexity and difficulty to align planning between CS and NS projects may introduce delays in testing and system readiness; - Resource unavailability may negatively impact the project; - Risk of non-availability of technical environments for testing, release deployment etc. due to complex parallel projects; - Risks of insufficient budget as per MFF there is no budget foreseen for C.SIS - Risk that other CBSs will have to be integrated at the same time	Cost, schedule and scope	Green
New SIS legal framework implementation (continuation from 2019)	Final testing phase of : New functionalities, business rules, data fields, alerts and object categories under Articles 26, 32, 36 and 38 of the SIS Decision. Additional data fields under Article 24 of the SIS Regulation and for better personal identification. Fine-tuning of the central system from the capacity perspective. Followed by the EiO	There will be a need to coordinate all the stakeholders closely at all stages of this project; The Member States will have to achieve given milestones on time regarding ICD; Implementation, to enable testing operations, as this is a major step in delivering the project.	Cost, schedule and scope	Green

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[53] More and more MS use or will use ANPR and are querying SIS for stolen vehicles, licence plates and vehicles under Article 36. This is also recommended by the SIS evaluations when MS are using ANPRs. Although some MS are using national (partial) copies for this ANPR queries, this may also lead to an increase in central queries.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
A new SIS II Central System release including return decision functionalities (Continuation from 2021)	Testing and EiO of a new category of alert (return decision) plus related functionality.	There will be a need to coordinate all the stakeholders closely at all stages of this project. The Member States will have to achieve given milestones on time regarding ICD implementation. Failure to enrol appropriate business knowledge on European return decision-related current activities and practices will jeopardise the project.	Cost, schedule and scope	Green
Implementation of SIS AFIS Phase 2 (Continuation from 2019)	Finalisation and EiO of: Conduct internal and MS integration test campaigns. Coordinate implementation at national system and central system levels. Regular communication and follow-up with Member States and other stakeholders.	There will be a need to coordinate closely all the stakeholders at all stages of this project. The Member States will have to achieve given milestones on time regarding 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 in the project. HW/SW evolution and consistency issues will have to be dealt with on an individual basis as necessary. Therefore, those unknown issues could lead to additional delays.	Cost, schedule and scope	Green
New Search Engine & Oracle upgrade for SIS, improving availability and considering transcription aspects (continuation from 2019)	Oracle upgrade	Limitation of resources Conflict with other projects Very challenging testing of equivalence of queries	Cost, schedule and scope	Green

3.2.3 Operational management/Recasts – Eurodac

The objectives of this activity are to manage Eurodac and DubliNet effectively and efficiently and to deliver the required evolutions of the systems. Through this programme, eu-LISA provides the Member States with a reliable service for the Eurodac system, and a secure and reliable data exchange via DubliNet, in accordance with the legal instruments and the agreed SLA. The availability of Eurodac to the Member States is one of the Agency's key contributions to the Common European Asylum System.

The evolution of Eurodac is affected by the uncertainty as regards the time of adoption of the new regulations governing Eurodac proposed by the European Commission in the new Pact on Migration and Asylum. In 2022, the Agency will develop evolutions either stemming from the adaptive maintenance or as requested and agreed by the stakeholders.

Details of the budget and the necessary human resources for this activity for 2022 are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Eurodac - DubliNet maintenance	■ Continuous monitoring of the system operations and its components (monitoring of Eurodac core system operational status & users' connectivity and operations, monitoring of DubliNet operations). ■ Communication/interaction with the end-users' community with the aim of improving & stabilising operations and providing user support. ■ Provision of 3rd Level support (incident, problem management activities). ■ Provision and support of encryption certificates for secure communications. ■ Use and maintenance of operational tools to support the above aims. ■ Implementation of technical changes coming from corrective maintenance. ■ Management of interaction with the MWO contractor and contractual follow-up for the above aims.	Sudden increase of Eurodac traffic (due to a migration crisis situation) could increase the risk of instability and resources pressure (human resources, technical environments usage, time constraints) due to unforeseen technical mitigation measures.	Compliance with Eurodac and DubliNet SLA and Eurodac-related corporate KPIs	Standard and specific Eurodac and DubliNet SLA met 100%
Unplanned evolutions and associated support stemming from adaptive maintenance of Eurodac and DubliNet	■ Communication/interaction with the end-users' community with the aim to improve and stabilise operations and provision of user support in regards to Eurodac and DubliNet; ■ Implementing evolutions or technical changes coming from adaptive maintenance and other operational needs; ■ Continuous monitoring of the system inventory and components to ensure that they are kept up to date and under continuous support from suppliers (licence renewal, patching, etc., as part of Adaptive maintenance). ■ Management of interaction with the MWO contractor and contractual follow-up for the above aims. ■ Performing required studies and assessments in order to evaluate possibilities of technical implementation envisaged evolutions. ■ Providing with assistance to the Member States to adapt their national systems for better usage of Eurodac and DubliNet functionalities. ■ Providing with training to the Member States that allow to better use of Eurodac and DubliNet functionalities.	The lack of an adopted legal basis related to Eurodac Recast is generating risks for the planning of the adaptive and evolutionary maintenance. Resource, planning and design dependencies with parallel interoperability work and particularly with sBMS, ETIAS, CIR and MID may impact the projects	Cost, schedule and scope	Green

3.2.4 Operational management/Recasts – Other

This section lists operational activities that do not specifically belong to the SIS, VIS or Eurodac activities. This activity includes tasks undertaken by the Agency for all systems, including the operation of the ITSM framework and key IT services such as first and second level support, operational change management, test management and release and deployment management. Activities pertaining to the systems' security and business continuity are also included in this section. The maintenance of the ECRIS reference implementation, entrusted to eu-LISA in 2020, is also included in this section.

These projects and tasks will contribute to the provision of reliable and cost-effective solutions and services to the Member States and the other users of the systems, and will strengthen the information security capabilities related to the systems.

Details of the budget and the necessary human resources of this activity for 2022 are given in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
24/7 1st level support for operational management of the systems - eu-LISA Service Desk	24/7 operational management of VIS/BMS, SIS, Eurodac and all new CBS including: ■ Call Handling: SPoC communication at operational level with stakeholders; ■ Manage SPoC contact list, escalation to stakeholders…). ■ Handling of events (interactions, monitoring, emails, calls, etc.). ■ Classification, Categorisation (impacted services), Prioritisation (impact/urgency), Assignment. ■ Service, Business and technical monitoring. ■ Perform daily recurring known operational tasks (statistics generation and distribution, standard requests, daily operational meeting preparation, …). ■ Administering the ITSM and the SIMS tools used by the Unit. ■ Fulfil standard requests (implementing limited standard changes …) and first level resolution of incidents based on use cases. ■ Tracking incidents and requests fulfilment to ensure the respect of the Service Level Agreements and follow up with the stakeholders until resolution. ■ Contribute to the knowledge database updates based on incidents and requests resolution. ■ Participating in the ITSM quality reviews. ■ Participating in training for the MS end users and MS systems usage evaluation, preparing the associated documentation.	To ensure that services are provided in accordance with the business systems rules and requirements as well as to the customers' expectations. To guarantee sufficient quality of the everyday communication to the stakeholders.	Service Desk Performance indicators. Annual Customer Satisfaction survey.	For Service Desk Performance indicators: above 80% For Annual Customer Satisfaction survey : above 80%
24/7 2nd level application support for operation management of the Core Business Systems	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 to projects. Maintenance activities lead to the system performing in accordance with the service level agreements, anticipated improvements and prevented incidents. This will also include: ■ Ensuring the 24/7 technical support of the systems in production. ■ Receiving, investigating and resolving incidents and service requests related to application, data, network and system areas based on the agreed defined and validated use cases.	To ensure that application changes required as per maintenance activities are properly integrated into the global roadmap and deployed on time so that the system is performing in accordance with business needs.	Compliance with the operational SLA of the applications	Maintenance activities lead to the system performing in accordance with the service level agreement, anticipated improvements and prevented incidents.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ Coordinating requests, incidents and problems resolution with the internal technical experts or respective vendors, in case it is required. ■ Tracking problems to ensure the respect of the Service Level Agreements and follow up with the stakeholders until the resolution. ■ Participating in the new release rehearsals. ■ Implementing changes in test and production environments. ■ Ensuring that the knowledge database is updated based on problems resolution, including contacting and coordinating the gathering of the required inputs from different parties to ensure the completion. ■ Identifying, defining, reviewing and decommissioning use cases for the Unit and participating in the knowledge transfer and training of the Service Desk sector for the identified use cases ■ Senior database and middleware technical administration. ■ Sharing the hands-on experience (dedicated resource). ■ Participating in all phases of the system development: from the specification to deployment application. ■ Better liaise with other involved stakeholders: eu-LISA teams and contractors. ■ Participating in the ITSM quality review. ■ Participating in the 'on duty' application support. ■ Managing the life cycle of problems to ensure that they are clearly understood, and appropriate actions are taken. ■ Interfacing with incident management staff and all technical resources (Contributions from other internal teams: IMU, Product Management, Service Owners, etc. As well as external contractors) to ensure diagnostic data is captured about associated incidents and environmental conditions related to the problem. Performing root cause analysis (RCA) to help the organisation identify why an incident occurred, also when and how the underlying problem was introduced into the environment. Participating in the ITSM/SM9 quality review.			
Delivering the information security & assurance service for the CBSs	Security Management & Assurance (SMA) ■ SMA1 Information Security Management System (ISMS). ■ SMA2 Security Policy, standards and guidance. ■ SMA3 Security Risk management and Controls Framework. ■ SMA4 Security Architecture. ■ SMA5 Security Awareness and training. ■ SMA6 Reporting, Metrics and Communication. ■ SMA7 ITSM Security Processes. ■ SMA8 Security Assurance and Certification. Security Operations & Response (SOE)	Increase in complexity of project activity outstripping resource capacity.	(1) Percentage (%) of security objectives implemented as defined per legislation (2) Percentage (%) of security incidents handled within the SLA within the response target (3) Percentage (%) of security risk assessments done against Systems	(1) 100% (2) 100% (3) 100% (4) 2 (5) 1

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ SOE1 CSIRT-EULISA. ■ SOE1.1 Security Incident Response. ■ SOE1.2 Security Monitoring. ■ SOE1.3 Cyber Threat intelligence. ■ SOE2 Cyber Hygiene. ■ SOE3 Technical Vulnerability Management. ■ SOE4 Technical Solutions Services. Security Assessments & Testing (SAT) ■ SAT1 Security Assessments and Audits. ■ SAT2 Security Testing. ■ SAT3 Vulnerability Assessments and Penetration Testing. ■ SAT4 Offensive Security and Red Team/Blue Team exercises		(design, development, production) (4) Number of vulnerability scans performed on the information system portfolio annually (5) Number of Cyber Security Exercises performed annually	
ECRIS reference system maintenance	■ Definition of end-to-end high-level and detailed designs. ■ Definition and implementation of ECRIS-TCN security policy. ■ Setup 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).	An external contractor will be in charge of the maintenance. A contract needs to be in place. Dependency on the use of ECRIS RI by the MS.	Cost, schedule and scope	SLAS as defined in the service catalogue
eu-LISA ITSM framework processes run, regular measurement and reporting, continuous reviews and improvement of services and processes	This includes: ■ Running properly the processes, following the agreed process' rule and roles, considering possible improvements in the process definition as well as process implementation. ■ Regular reporting on processes KPIs and on the agreed SLAs. ■ Monitoring and suggesting evolution for processes via Continuous Service Improvement to support the implemented processes life cycle. ■ In accordance with the eu-LISA Continuous Service Improvement process (CSI process), every 2 years, reviews of the services and process model of eu-LISA are carried out, using predefined templates and procedures, as part of the Continuous 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. ■ Considering and suggesting possible improvements in the eu-LISA ITSM tool set. ■ New task, related to the realisation of Carrier Assistance centre in ETIAS.	Lack of proper processes control and supervision. Lack of sufficient Internal resources commitments and contributions Lack of external. Contractors for project management and for the tools improvements. External resources needed for the project management, organising efficiently the Regular process and service reviews in the scope of the ITSM CSI process to be planned based on the agreed frequency.	The respective processes KPIs.	The processes KPIs and the Customer Satisfaction Survey results.
Operate, plan and develop the business continuity aspects of	This includes: ■ Carry out and update the Business Impact Assessments on all business areas ■ Review and update the BC plans and policies,	Management's Commitment for implementing the Business Continuity Management System.	(1) Number of exercises and tests	(1) 1 (2) 100%

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
large-scale IT systems	■ Organise and carry out internal and external assessments, ■ Consultancy on risks and impact assessment e.g. for business continuity cases. ■ Implement the specific controls based on the BC rules, business needs and the recommendations stemming from the previous audit and exercise reports.	Commitment of external stakeholders in supporting the implementation of BCMS.	that have achieved the planned objectives (2) % of approved Business Continuity/Disaster Recovery Plan for each large-scale IT system	
Operational change management	Operational Change Management includes: ■ Ensure high quality processing of the changes starting with clear description and understanding to achieve proper risk assessment and more efficient authorisation, qualification and implementation by the different stakeholders. ■ Ensure changes have achieved their goal, record any deviation in the target or the processing itself, take corrective actions and ensure lessons learned. ■ Cooperate with involved stakeholders: control contractors' involvement and efficiency. coordinate with Release Management on scope, coherence and homogeneity. liaise with service owners and project managers for proper handling of operational changes. ■ Ensure Configuration Management is notified of updates generated by Operational Change Management or discrepancies in CMDB with effective situation, if discovered through process activities. ■ Preparation, organisation and reporting of OCAB weekly meetings on all CBS and eventual ECAB. ■ Supporting operational teams in planning and coordinating the changes implementation.	To ensure that changes are properly coordinated and followed by the different stakeholder, to limit the risk of service malfunction or disruption, and to ensure that new services are available and comply with the regulation and business needs.	Annual KPI report	Stable amount of opened changes
Release and deployment management and transition to operations	Release and deployment management includes: ■ Coordinate and follow-up the deployment and transition to operation of releases. ■ Define and agree release and deployment management plans, including planning of resources. ■ Ensure integrity of the release packages that consist of and test them. ■ Ensure that release packages can be installed and rolled back. ■ Record and manage risks, issues and lessons learned and take corrective actions. ■ Ensure that skills and knowledge are transferred to Operations and users. ■ Ensure that the appropriate training on the implemented changes is provided to operational teams and Member States. ■ Inform all the stakeholders on the Release and Deployment plans and activities, including the Advisory Groups members. ■ Follow up on the RFC tickets in SM9, as a standard validator and change owner for Release candidates. ■ Ensure that configuration management on release items is implemented. ■ Follow-up on the delivery of Releases through the ALM platform and Build pipelines, if applicable for CBS.	To ensure that changes required through maintenances activities are properly integrated into the global roadmap and timely deployed so that the system is performing in accordance with business needs.	Delivery of the release plans Implementation of the releases for the Core Business Systems	Release plans created and agreed in Q1 Releases deployed as per release plans

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ Coordination of different lots of TEF/TOF in relationship to release and deployment activities, transition planning activities and transition to Operations. ■ Ensure tracking, review and validation of operational documentation related to transition and operations. ■ Ensure proper transition to operations and keeping track of all in-house development efforts.			
Security and business continuity exercise for SIS	eu-LISA and the participant Member States will perform the preparation, execution and evaluation of the exercise. As part of the preparations, meeting with all the participants will be organised (4 or 5 times). the exercise environment will be prepared at both eu-LISA and MS levels. ENISA will be involved for the supporting the preparations and providing the web-based platform to be used for the exercise management and for the execution of the injects. For the execution phase, all the participants will run the exercise scenario under the coordination of eu-LISA. The information gathered during the preparation and execution phase will be assessed by all the participants and included in a report (together with specific recommended actions) present to the AGs for their opinion and to the MB for their adoption. The project will include: 1. Prepare the exercise with the participants. 2. Run the exercise. 3. Assess the outcomes of the exercise and report them to the AGs and the MB.	Lack of sufficient MS participating in the exercise, due to lack of resources, other priorities or lower the relevance of the exercise findings for the respective MS. Lack of resources allocated by eu-LISA and other participants during the preparations and the execution of the exercise which may not bring the expected added value. Different expectations of the participants might bring difficulties in coming to a common understanding and agreement regarding the exercise activities, decisions and actions.	Cost, schedule and scope	Green
EOPM Replacement - Impact Assessment/Study	EOPM is a legacy, internally developed tool to manage the BAU workflows between eu-LISA and Member States. It implements the official paper Operator Manuals. The main drawback of this tool is that it has no technical support and thus cannot be efficiently maintained in operational order and adapted to new requirements and applications. The aim of this study is to analyse the benefits of replacing this tool and identify the possible standardised and supported solutions, preferably based on COTS.	Requested resource for project support may not be available.	Cost, schedule and scope	Green
BAU including Carrier support	Within any structure a part of the available human resources is engaged in business-as-usual and unplanned tasks. Typically: - resource management and team coordination - administrative tasks - technical administration of the operational tools - troubleshooting in case of incident/problem with the operational tools - support to users - involvement in other projects (reviews of documents, workshops, ...) - training - meetings The human resources needed to perform the above listed tasks have to be planned.	Required resources are not available.	N/A	N/A

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Test management	Test management of all Core Business Systems includes activities related to all the phases of the process: validation of requirements, test plan preparation and design, execution, validation and defect management. The activities can be grouped into: delivery of testing services, support operations and test tools management. Among these activities the following can be highlighted: ■ Regular meetings for coordination of testing, release and project activities. ■ Incident Management related to test campaigns and environments. ■ Change Management assessment / validation before approval. ■ Test environment preparation, status monitoring and support. ■ Support for MS testing and related activities. ■ Support in the preparation of call for tenders / offer evaluation and end user group technical presentation. ■ Support and evolution of the test tools to increase adoption of new tool sets and automation. ■ Keep the test policies and procedures aligned with the operational reality, service provision and needs of eu-LISA and the MS.	Increased complexity of the CBS environment due to interoperability components. Increase of frequency of test phases Shorter test periods available for test execution. High volume of incidents and requests for change. Increased dependencies on different contractors during testing and troubleshooting, leading to bigger complexity.	Test phases result as expected (as per agreed risk levels). Requirements coverage.	Complete requirements coverage (100%) and successful completion of test campaigns on schedule

3.2.5 New systems/Innovation – Smart borders

The objectives of the Smart Borders activity are the development, implementation and maintenance of the new systems entrusted to the Agency: EES, ETIAS and ECRIS-TCN. The activity will also include preparing the systems for the subsequent integration with the interoperability components. 2022 is a key year with the entry into operation of EES and ETIAS, and significant contribution from the Agency to the completion of the Smart Border Package and to the improvement of border management in the Schengen Area. Following the entry into operations of the systems, the Agency will provide operational and maintenance services to all users, in accordance with the legal instruments. As part of the activity, the ongoing close collaboration between the Agency and the Member States will be maintained.

Details of the budget and the necessary human resources for this activity are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Business relations, demand, change, requirement management between eu-LISA and its stakeholders (internal / external) using the IT systems (in operations or under development)	Chairing and actively participating in the AGs (EES, ETIAS, IO, ECRIS-TCN, VIS, SIS, Eurodac), the Committees & Working / Expert Groups; coordinating / supporting all activities; providing high quality material and ensuring quality / consistency and completeness. Provide high quality and efficient services and business analytics to allow the all involved parties (internal / external) understand what to do, how to plan/prepare, how to improve; capturing business requirements per system and ensuring implementation / testing of them. Ensuring change / demand management and follow-up of all associated processes; ensure internal / external guidance to meet the Agency's objectives, thus ensure the Agency adds value to the Member States / Agencies. Ensure that the Agency supports their efforts for a safer Europe and thus, earn and retain the stakeholders' trust.	eu-LISA 2.0 end-to-end processes not defined in advance. Boundaries between each of the processes are not set from the different sectors / Units. Ambitious timeline for the delivery of the projects, while at the same time the legal base is not stable, creates additional burden to the support of all associated processes.	1. Business Relations Management process is fully applicable to ensure that: The Governance (The AGs, the PMBs and the MB function in line with the provisions of the applicable regulations. 2. Requirement, change, demand management processes are supported / implemented in line with the eu-LISA Establishing Regulation.	1. AGs reports and supporting material are delivered on monthly basis 2. PMB reports and supporting material are delivered on monthly basis 3. Business Requirements captured.
Development of ECRIS-TCN	Regulation (EU) 2019/816 establishing a centralised system for the identification of Member States holding conviction information on third-country nationals and stateless persons (ECRIS-TCN) to supplement the European Criminal Records Information System entered into force on 11 June 2019. Pursuant to this regulation, eu-LISA is responsible for the development and for the operational management of ECRIS-TCN. This project 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, set up and test of the business processes and procedures with the stakeholders (Member States, Eurojust, Europol, European Public Prosecutor's Office). This activity will also include: ■ Ensuring the proper integration of ECRIS-TCN with relevant interoperability elements at eu-LISA.	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 the qualitatively and timely delivery will be the establishment of a Project Management forum with national project managers chaired by eu-LISA, to anticipate and mitigate risks, to promptly manage common issues and to foster communication between projects. Other risks are: 1) The delays on other projects EES, ETIAS, interoperability components may result on delays in the implementation of ECRIS-TCN as some components used by ECRIS-TCN will be developed in the frame of these projects.	Cost, schedule and scope.	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ Each relevant interoperability element will be analysed to determine changes needed and evaluate potential influence towards any other system already connected to it. ■ Any findings will have then to be fed into de development cycles of ECRIS-TCN, Interoperability elements and all connected systems and the needed changes thoroughly synchronised and coordinated.	2) Some MS/Agencies may not be ready for the entry in Operations of ECRIS-TCN. 3) Transversal Engineering Framework contract will be in place to launch the TTS for ECRIS-TCN. 4) As ECRIS-TCN will be implemented properly considering/using the different interoperability components the relevant IAs of these components needs to be timely adopted to be able to prepare the Tender Technical Specifications for ECRIS-TCN.		
EES adjustments for interoperability components	This activity will prepare the implementation of the adjustments for the interoperability components: ■ Impact assessments. ■ Studies. ■ High Level Design.	Given EES is a brand new system, putting resources into its evolution in parallel with its first period of operation, when issues following incidents might occur, increases complexity of release management.	Cost, schedule and scope	Green
EES BMS maintenance - active-active setup	This will include: ■ Continuous monitoring of the system operations and its components related to the active-active setup. ■ Communication / interaction with the end-users' community with the aim of improving and stabilising operations and providing user support. ■ Provision of 3rd Level support for the active-active configuration. ■ Provision and support of encryption certificates for secure communications. ■ Use and maintenance of operational tools to support the above aims. ■ Implementation of technical changes coming from corrective maintenance and related to the active-active setup. ■ Management of interaction with the contractor and contractual follow-up for the above aims.	Sudden / unexpected increase of the EES BMS traffic (i.e. related to unforeseen additional traffic by third country nationals) could increase the overall load of the system and therefore increase the risk of instability. The necessary countermeasures will put additional strain on existing resources (human resources, technical environments usage, time constraints) due to the necessary technical mitigation measures. Data centre space availability issues may impact smooth operations (e.g. overheating within racks due to lack of additional space, difficulties to add infrastructure in case of issues, e.g. due to capacity issues).	Compliance with the EES BMS SLA and EES BMS related corporate KPIs	100% compliance with the KPIs defined in the EES BMS SLA
EES BMS maintenance - hardware	This will include: ■ Continuous monitoring of the EES BMS infrastructure components. ■ Provision of 3rd Level support (incident, problem management activities). ■ Use and maintenance of operational tools to support the above aims. ■ Implementation of technical changes coming from corrective maintenance. ■ Management of interaction with the contractor and contractual follow-up for the above aims.	Sudden / unexpected increase of the EES BMS traffic (i.e. related to unforeseen additional traffic by third country nationals) could increase the overall load of the system and therefore heighten the risk of instability. The necessary countermeasures will put additional strain on existing resources (human resources, technical environments usage, time constraints) due to the necessary technical mitigation measures. Data centre space availability issues may impact the smooth operations (e.g.	Compliance with the EES BMS SLA and EES BMS related corporate KPIs	100% compliance with the KPIs defined in the EES BMS SLA

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
		overheating within racks due to lack of additional space, difficulties to add infrastructure in case of issues, e.g. due to capacity issues).		
EES BMS maintenance - software	This will include; ■ Continuous monitoring of the system operations and its components. ■ Communication / interaction with the end-user community with the aim of improving & stabilising operations and providing 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 above aims. ■ Implementation of technical changes coming from corrective maintenance. ■ Management of interaction with the contractor and contractual follow-up for the above aims.	Sudden / unexpected increase of the EES BMS traffic (i.e. related to unforeseen additional traffic by third country nationals) could increase the overall load of the system and therefore heighten the risk of instability. The necessary countermeasures will put additional strain on existing resources (human resources, technical environments usage, time constraints) due to the necessary technical mitigation measures. Data centre space availability issues may impact smooth operations (e.g. overheating within racks due to lack of additional space, difficulties to add infrastructure in case of issues, e.g. due to capacity pressures).	Compliance with the EES BMS SLA and EES BMS related corporate KPI-s	100% compliance with the KPIs defined in the EES BMS SLA
EES core implementation (continuation)	This project will focus on the delivery of the EES BMS-related component, incorporating the new Interoperability Regulation aspect, 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 also replace the variety of non-standardised toolkits currently used in the scope of VIS and SIS.	Interdependencies with other activities servicing EES implementation like the existence of Common Shared Infrastructure (CSI), Network Upgrade and Recast. Activities of the legacy systems (VIS). Proper collaboration and cooperation with MS, as the national implementations have to be also synchronised. Possible impact on implementation of other initiatives or business-as-usual activities due to internal resources constraints.	Cost, schedule and scope	Green
EES maintenance	Maintenance tasks for EES.	Given that the system has a multi-component architecture (EES, VIS and BMS contractors contribute to the overall SLA) and that it is a new system, there is a risk that incident management will be exceedingly complex and if no optimum alignment exists among its components, delays in resolution of incidents and problems could occur, leading to frustration of EES users	Compliance with the EES SLA and corporate KPI	Compliance with the EES SLA and corporate KPI
EES/ETIAS web services implementation finalisation	The EES/ETIAS Web Services (WS) implementation project covers the development and implementation of the EES WS, the ETIAS Carrier Gateway (CG) as well as the Carrier Interface (CI). The activities foreseen under this evolution fall under Work Package WP5.5 Evolutionary Maintenance of the EES Framework Contract (FwC) 'LISA-2017-RP-03 EES Core'.	Potential unavailability or overloading of eu-LISA's key project resources (e.g. test, etc.) may lead to project delays. Limited availability of project resources (both on eu-LISA and Contractor's side),	Cost, schedule and scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	This implementation will comply with the EES Regulation and its Implementing Acts (IAs), as well as with the ETIAS Regulation and its Implementing Acts (IAs), also including the Carrier Implementing Regulation (IR). The EES Web Service shall be designed in a way that it can be extended to support as well the elements related to ETIAS, due to the reusability principle.	during project implementation, may lead to delays: • Summer holidays (July, August, September 2022). • Winter holidays (December 2022). Lack of proper collaboration and coordination with key external stakeholders, may have an impact on the on-time project completion.		
EES/ETIAS web services maintenance	This will include: ■ Continuous monitoring of the EES/ETIAS Web Services system (Carrier Interface, EES Web Service/ETIAS Carrier Gateway) and related components. ■ Communication/interaction with the end-user community (Carriers and TCNs) with the aim to improve and stabilise operations and provide proper end-user support. ■ Provision of services related to third-level support, incident/problem/operational change management, and request fulfilment. ■ Use and maintenance of operational tools to support the above actions and tasks.	The EES/ETIAS Web Services implementation finalisation may encounter delays and be completed later than foreseen, thus causing subsequent delays for the maintenance to start on the date indicated.	Compliance with EES/ETIAS Web Services SLAs and related corporate KPI	Standard as well as specific EES/ETIAS Web Services SLAs met in full i.e. 100%.
ETIAS implementation (continuation)	This project includes: ■ Set up of the technical infrastructure (cont. from 2021). ■ Technical and functional implementation (cont. from 2021). ■ End-to-end functional, technical and security qualification. ■ High level definition of the business procedures and rehearsal. ■ Specification of the legal/operational reports.	Member States may request to phase the development of EES and ETIAS, instead of a parallel approach. A number of ETIAS components are expected to be shared with EES. The introduction of dependencies between such large projects could introduce unexpected delays. A number of interoperability components are expected to be used. The introduction of dependencies between such large projects could introduce unexpected delays. The scheduling for the Entry into Operation date is challenging due to the complexity of the project and interoperability with many systems. The number of human resources planned to be involved in the project could be insufficient.	Cost, schedule and scope	Green
ETIAS maintenance	This will include: ■ Continuous monitoring of the system operations and its components. ■ Communication/interaction with the end-user community with the aim of improving & stabilising operations and providing user support. ■ Provision of third level support/incident management, problem management, operational change management, request fulfilment. ■ Use and maintenance of operational tools to support the above aims.	ETIAS development takes longer than expected and the maintenance cannot stat at a certain date.	Compliance with the ETIAS SLAs and related corporate KPIs	Standard and specific ETIAS SLAs met 100%

3.2.6 New systems/Innovation – Interoperability

The objectives of the interoperability activity are the development, implementation and maintenance of the interoperability components: CRRS, CIR, ESP, MID and sBMS. The activity also includes tasks targeting the preparation and implementation needed to interface existing and new systems with the interoperability components. The development of the interoperability components will contribute to the Security Union strategy by improving the efficiency and effectiveness of the information systems entrusted to the Agency.

Details of the budget and the necessary human resources for this activity are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Central repository for reporting and statistics (CRRS) development (continuation)	The CRRS (Central Repository for Reporting and Statistics) keeps centralised and anonymised logs from eu-LISA information systems. It generates anonymous statistics and reports. It provides three business services: ■ Reporting and statistics: the CRRS enables a centralised location for reporting and statistics data. ■ Dashboard visualisation: the CRRS enables dashboard visualisation of statistical data of all eu-LISA information systems. ■ Report inspection/access: the CRRS enables actors to consult predetermined reports or submit a request for the creation of a custom report. ■ Support and facilitation of the MID process. The task will establish: ■ The appropriate a governance structure. ■ The project organisation. It will include execution of all the activities required for the design, the development, the tests, the coordinated adaptation on involve systems, the transition to operation of the CRRS within the deadline defined. The involved systems are defined in the interoperability legal bases.	Technical elements of the involved systems not available on time and/or not stable. The technical specifications and test data in the involved systems must be available for the test and acceptance of the CRRS and of the evolution adaptation of the technical solution that will host the CRRS. Failure to meet deadlines due to delays in establishing the appropriate procurement scheme (new tender or use of transversal FwC). Internal resources constraints, lack of availability of key capabilities (subject expert matter, system engineers, test engineers, release management, change management), lack of test data, lack of test environments. Inefficiency of the change management to conduct all the changes required in systems in production or coordination with systems under development. Delay introduced by the processes for the validation of the technical specifications of each involved systems. Coordination of all the systems advisory group and committees.	Cost, schedule and scope	Green
Common identity repository (CIR) development	The CIR is a centralised database holding identity data, travel document data and raw biometric data CIR realises three business services: ■ Two-step consultation: the CIR facilitates the first step of the two-step consultation approach. This approach allows law enforcement officers to find out which information systems contain data on an individual. ■ CIR data storage: this business service allows CBSs to push identity data, travel document data and raw biometric data to the CIR, which are then stored in the CIR records.	Late adoption of the Implementing & Delegated Acts and the ETIAS consequential amendments. Multiple concurrent projects competing for resources (EES, ETIAS, ECRIS-TCN, etc.).	Cost, Schedule, Scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ TCN identification: the CIR allows actors to identify individuals with alphanumeric or biometric data. ■ The project includes: ■ Designing of the to-be developed applications including the solution architecture and detailed design. ■ Development of the new application. ■ Set up and running of the Hardware and COTS Software components. ■ Testing and deploying the new integrated solution.	Interdependent timelines between different projects (Interoperability and EES, ETIAS, etc.).		
Continuation of new service and process definitions as part of the eu-LISA's ITSM framework	This includes: ■ To identify the new services and to agree on the way of their definition. ■ To commit on the needed resources and to define the services with the respective involved internal eu-LISA stakeholders. ■ To update eu-LISA Service catalogue structure. ■ To update the existing services, addressing the new systems and initiatives requirements. ■ To define the needed new products and their services. ■ To revise the respective processes and to update them. ■ To define the possible new processes and to implement them. ■ To update the eu-LISA ITSM framework package, both service and process models.	Main challenge: to define and update the services and processes in advance of the new systems and initiatives going live. Main risk: to include and conduct the needed services' revisions and updates as well as the definition of new ones in time, in the scope of respective projects.	Cost, schedule and scope	Green
European search portal (ESP) development	The ESP (European Search Portal) allows users to execute a search through different systems, by its three business services: ■ Identification: by querying the ESP, an actor can identify an individual using alphanumeric and/or biometric data (this will be forwarded to CIR or SIS). ■ Record retrieval: by querying the ESP, an actor can retrieve records from each information system he has access to (this is the simultaneous query functionality of the ESP). ■ Record CBS location indicator: by querying the ESP, an actor can identify which information system contains data on a certain individual (this will be forwarded to the CIR). The project includes: ■ Designing of the to be developed applications; including the solution architecture and detailed design. ■ Development of the new application. ■ Set up and running the Hardware and COTS Software components. ■ Testing of the new integrated solution. ■ Implementation of the new integrated solution.	Late adoption of the Implementing and Delegated Acts and the ETIAS consequential amendments. Multiple concurrent projects competing for resources (EES, ETIAS, ECRIS-TCN, etc.). Interdependent timelines between different projects (Interoperability and EES, ETIAS, etc.).	Cost, schedule and scope	Green
Implementation of the interoperability	This includes: ■ Identify in the EES regulation the data which shall be exchanged between VIS and EES. ■ Set up a dedicated ICD between EES and VIS.	EES system not ready on time.	Cost, schedule and scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
between EES and VIS (continuation)	■ Update the ICD between VIS and Member-States.			
Implementation of the interoperability between ETIAS and VIS (consequential amendments ETIAS)	This includes: ■ Refactor the legacy VIS on CSI. ■ Implement the ESP for ETIAS. ■ Identify in the ETIAS consequential amendments the data ETIAS is allowed to fetch from VIS. ■ Set up a dedicated Interface Control Document between ETIAS and VIS accordingly. ■ Implement the new VIS-ETIAS ICD.	ETIAS system not ready on time.	Cost, schedule and scope	Green
Multiple identity detector (MID) development	The MID (Multiple Identity Detector) manages the links between the people identity stored in different systems. It realises three business services: ■ Link management: whenever CIR or SIS have detected that a link needs to be created, the link management service is used to create this link. ■ Manual verification: manual verification of yellow links is facilitated through this business service. This includes enabling consultation of the required data in order to correctly assess the new link colour. ■ Contact information retrieval: TCNs whose data has been subjected to a red link are able to retrieve the contact information of the competent authorities responsible for that link creation. The project includes: ■ Designing of the to be developed applications including the solution architecture and detailed design. ■ Development of the new application. ■ Set up and running of the Hardware and COTS Software components. ■ Testing and Deployment of the new integrated solution.	Technical elements of the involved systems not available on time and/or not stable. The technical specifications and test data in the involved systems must be available for the test and acceptance of the MID and of the evolution adaptation of the technical solution that will host the MID. Failure to meet deadlines due to delays in establishing the appropriate procurement scheme (new tender or use of transversal frame work contract). Internal resources constraints, lack of availability of key capabilities (subject expert matter, system engineers, test engineers, release management, change management), lack of test data, lack of test environments. Inefficiency of the change management to conduct all the changes required in systems in production or coordination with systems under development. Delays introduced by the processes for the validation of the technical specifications of each involved systems. Coordination of all the systems advisory group and committees.	Cost, schedule and scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Preparation of ECRIS-TCN development in sBMS	In line with the ECRIS-TCN and Interoperability regulations, biometric functionalities foreseen for ECRIS-TCN will have to be implemented in sBMS while historical Member states data received and processed in sBMS, using the migration toolset developed for CBS data migration or something similar. The scope of this project includes all preparation, design, implementation, testing and release activities of the sBMS-related ECRIS-TCN components, capacity and various artefacts.	There is a high risk of delays with the implementation of the EES BMS/sBMS and VIS migration to sBMS projects, before which the implementation of ECRIS-TCN biometrics cannot be performed.	Cost, schedule and scope	Green
Preparation: sBMS impact on MID	As defined by the Interoperability Regulation, the Multiple Identity Detector will have to use sBMS in order to link identities in the CIR. This will create a significant additional traffic in sBMS which will require connectivity between sBMS, CIR and potentially MID (depending on the final interoperability architecture), as well as a major transaction throughput upscale at the level of sBMS in order to cope with the increased load without any performance drop on the existing services. This project includes the preparation of the detailed technical assessment of the MID - sBMS requirements, the design, development and testing of the solution.	Delays with the implementation of sBMS and/or the interoperability roadmap, particularly CIR and MID.	Cost, schedule and scope	Green
USK maintenance	In order to maintain the licences purchased for Member states and other stakeholders in order to ensure a sufficient biometric data quality level before enrolment, an annual maintenance fee has to be paid to the vendor. This fee includes periodic patches and access to the vendor's call centre should there be any issue or incident related to the USK.	N/A	Operational SLA	Compliance with the operational SLA
VIS sBMS functional integration/data migration and increased availability	This project is a continuation from 2020 and 2021, including the migration of VIS biometric functionalities under sBMS. The project scope covers the finalisation of Migration Toolset implementation and use, VIS biometric data encoding process in sBMS, as well as the completion of implementation and testing campaigns of specific operations and additional capacity upscale in sBMS in order to support VIS load. The project scope for 2022 also includes a 4-month Final System Acceptance (FSA) campaign.	Technical and schedule dependency on the development of the EES BMS project introduces architecture and planning related risks. High risk of delays with potential end-to-end testing campaign related trade-offs.	Cost, schedule and scope	Green
Improvements / development of the biometric portfolio	The scope of the activity will include - harmonisation of formats, naming conventions, data quality and biometric performance in sBMS across business domains - continuation of the 2020 and 2021 investments in the improvement of synthetic biometric data and related tools - assessment and implementation of possible PAD (Presentation Attack Detection) and MAD (Morphing Attack Detection) solutions as part of the USK, or as standalone SW kits / central libraries - biometric activities related to the eu-LISA Standardisation Roadmap and the EU Innovation HUB, such as biometric device analysis and whitelisting, set up of Testing Lab, potential provision of specific accuracy testing services for Member State developments and calibration of NFIQ2.1 for touchless fingerprint samples, as well as take over the maintenance of	Unavailability of resources, lack of skilled staff Technical challenges with the set up	Number of highly prioritised fields studied Number of solutions found	N/A

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	evolution of open source standardised QSA-software located in GitHub which is planned to replace the current proprietary sFIQ algorithm used for facial image quality checks. The activity is a multiannual one therefore the above listed scope is planned to be progressively delivered over several years			
EES BMS / sBMS implementation (continuation from EES project 2019)	This task, being a continuation from 2019, will focus on the delivery of the EES BMS-related component, incorporating the new Interoperability Regulation aspect, 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 also replace the variety of non-standardised toolkits currently used in the scope of VIS and SIS.	Interdependencies with other activities servicing EES implementation like the existence of Common Shared Infrastructure (CSI), Network Upgrade and Recast Activities of the legacy systems (VIS). Proper collaboration and cooperation with MS, as the national implementations have to be also synchronised. Possible impact on implementation of other initiatives or business-as-usual activities due to internal resources constraints	Cost, schedule and scope	Green

3.2.7 New systems/Innovation – Other

This section lists the development tasks and projects that do not belong to the Smart Border or Interoperability activities. The tasks will cover the new developments undertaken by the Agency to the improve its systems' operations, including the continuation of implementation of the Application Lifecycle Management, the generic interconnection of SIS with other systems, and the continuation of the implementation of an enterprise architecture in the context of interoperability.

These tasks will contribute to the provision of reliable and cost-effective solutions and services to the Member States and the other users of the systems.

Details of the budget and the necessary human resources for this activity are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Application Lifecycle Management (ALM/SDLC) implementation	The scope is dependent to the outcome of the current study on ALM and the establishment of the roadmap for implementation. This will be the phase 2 of the implementation of a full ALM (processes and tools). Among the elements part of ALM: ■ Implement an ALM solution with appropriate tools, in order to fully and efficiently support ALM in the Agency. ■ Implement or upgrade the CMDB solution in the context of Configuration Management improvements. ■ Implement a Document Management solution in the context of Knowledge Management improvements. ■ Standardise design and coding, by establishing principles & guidelines, and controlling their implementation by performing code reviews leveraging ALM platform (especially important with TEF/TOF deployment). ■ Set up and enforce a standardised Build pipeline for all systems with the aim of Continuous Integration and Continuous Delivery (tools include Github, SonarQube, Jenkins and JFrog Artifactory), which will enable eu-LISA capabilities in the software build and delivery areas.	Adoption of new workflows and processes, as well as the necessary organisational cultural change	number of integrated CBS that can be monitored by the ALM tool.	Integrated CBS 80%
Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection	In the scope of this project, Central SIS will be extended with a solution that will allow exchanging messages with other systems. In the first phase, Central SIS will be extended with a generic interconnection module/interface and Agency will manage and supervise the following stages of the project: request the activity to the SIS MWO contractor, design, build, implementation, integration, testing, deployment and final system acceptance. In the second phase, the inter-connection module/interface will be customised to exchange messages with ETIAS. The activity will include: ■ Request the activity to the SIS MWO contractor, considering the previously prepared impact assessment information. ■ Review the SIS ICD to reflect the structure of messages/transactions sent from ETIAS and the replies sent back. ■ Cooperation with ETIAS team to coordinate project implementation and planning alignment as per legal basis requirements.	Limited space in the data centre may influence the architecture of the solution. Limited availability of eu-LISA resources may lead to increase external support. ICD definitions of the internal and external systems may not be ready. Legal basis may influence interconnection possibilities. Exact size of future exchanged messages is not known.	Cost, schedule and scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	■ Configuration of interconnection module/interface (interconnectivity) between SIS and ETIAS. ■ Fine-tuning of SIS Central System alphanumeric search capacity aspects to comply with the required volume of searches. ■ Corresponding testing before final deployment to production. ■ Deployment to production, project closure activities and final system acceptance.			
Implementation of the roadmap for Artificial Intelligence	■ Define and implement a training portfolio for training activities focusing on AI capabilities ■ Implement a proof of concept project in the areas of service desk and IT infrastructure and network management ■ Develop and implement an AI solution in the scope of the CRRS ■ Support Agency's stakeholders in developing AI solutions	N/A	Scope, schedule and cost	Green
Implementation of the roadmap for standardisation	■ Biometric data quality assurance ■ Alphanumeric data quality assurance ■ Cybersecurity and information security assurance	N/A	Scope, schedule and cost	Green
Enterprise architecture continuum - establishing an interoperability architecture	This will include: ■ Establish TO-BE interoperability architecture. ■ Define the interoperability building blocks. ■ Gather available requirements and set up a requirements' catalogue for interoperability. ■ Establish data entity diagrams, business functions and link them to each other for the existing and coming operational systems necessary for modelling interoperability based on EIRA and other frameworks. ■ Establish a conceptual data diagram for the anticipated systems portfolio at eu-LISA. ■ Establish 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. ■ Define and document future state information exchanges based on interoperability requirements. ■ Establish interoperability patterns and standards to be used in the development of new systems and evolution of existing ones and ensure that these are based on widely adopted/best practices patterns and standards outside of eu-LISA.	N/A	Implementation of Phase3: Enterprise Architecture - Enterprise Continuum	100%

3.2.8 Infrastructure

The objectives of the infrastructure activity are to operate and maintain the systems hosting facilities and their communication infrastructure and to ensure the high-security and high-availability of the systems for the Member States. The tasks and projects of the activity cover the continuous operation of the Agency's two technical sites, the management and operation of contracts related to communication and network services and to the maintenance of hardware and software. The activity also includes tasks providing support services for the operational management of the systems (second level support), and for the deployment of new releases and for new development projects. Within this activity there are innovation projects planned, aimed at delivering efficiency gains, such as the continuation of the integration of the single integrated monitoring solution with the event management process, improvements to the operations of the data centres and the building of a software engineering capability. The Agency will also continue with the transition to the new TESTA network which started in 2021.

Details of the budget and the necessary human resources for this activity are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Application management services	The main target is to be a gatekeeper before the EiO of new CBS and new CBS' releases, in order to ensure that everything is in order to be efficiently operated. The sector is focused on application stacks (not including network, nor security …). The Application Management Services Sector provides advice and reviews documents all along the projects from tendering (TTS, RfO, SR) up to design and implementation (DTS, IAR, PfA, Changes). The sector has a transversal view on all CBS and their components.	Many systems in preparation, in early phases with lots of technical dependencies to manage.	Document review perform in due time	Targets defined by projects
Backup Central Unit [BCU] operational and running costs	Relationship with Austrian Authorities and Local Providers Daily BCU site management Coordination of deployed of local shifts	Implementation delay of systems due to lack of capacities	All Services are available Availability of Data Centres resources (cooling, power)	BCU site up and running 24/7
Communication infrastructure services	This includes: ▪ Operate the 2nd encryption layer solutions on the SIS/VIS communication infrastructure. ▪ Manage the transition to the new TESTA network provider, participate in the design and implementation. ▪ Manage the contracts and budgets for the current and new TESTA network provider for the SIS/VIS communication infrastructure. ▪ Operational supervision of the TESTA network providers for the SIS/VIS communication infrastructure. ▪ Manage the contracts and supervise the EuroDomain TESTA network services for the Eurodac application.	TESTA network Framework Contract is handled outside the Agency	Compliance with communication infrastructure SLAs Migration to new TESTA provider in accordance with the time schedule, adherence to requirements causing minimal business interruption	Communication infrastructure meeting SLA's
Continuation of integration of the single integrated monitoring solution with the event	This project consists of integrating the single monitoring solution with the event management process - for 2021-2022, adding all the new systems.	Timeline not met, due to possible delays in the Event management implementation. Constraints in relation to security.	Cost, schedule and scope	Green

management process, covering all the systems in operation		Procurement takes substantially longer than expected. The progress of this multi-annual project depends on the previous years' achievements. To secure Contractors' commitment to contribute to the Event management definition and implementation.		
Oracle maintenance renewal	Internal BC and vendor management with Oracle for the licence renewal in order to have the rights to use the Oracle licence for the CBSs.	Delay leads to unauthorised licence use / financial exception.	Renewal in time before expiry of the licence end date	No financial exception related to the renewal
Adaptive maintenance of the centralised infrastructure	Under usage of the TEF contract, update the central infrastructure components such as EUWS backend, the backbone network, the backup system, etc. with adaptive maintenance activities such as hardware exchange of end-of-life equipment, upgrade to new major COTS SW versions or capacity increase. Implementation of Secure Network Access service (SERENA). This activity does not include the adaptive maintenance for CBSs.	Mandatory requirement to have HW and SW with basic maintenance in order to have operational infrastructure to host the CBS.	At the beginning of the year an adaptive maintenance plan will be set under TEF contract	TBD
Corrective maintenance and monitoring of the centralised infrastructure	Under the FWC TOF Lot 2 arrange the Corrective maintenance and monitoring of the centralised infrastructure as a foundation to host the CBS systems.	Platform available to use for hosting of CBS	Uptime of the central Infrastructure platform	99.9% uptime excluding schedule maintenance
HW and SW maintenance renewal of the centralised infrastructure	This will include: ■ Server and SAN HW maintenance renewal of the centralised infrastructure. The server and SAN HW of the central infrastructure required maintenance renewal in order to have legitimate licence use and get the basic vendor support e.g. for hardware exchange of failed hardware, direct support from the licence publisher. ■ Oracle HW and BCA support maintenance renewal of the centralised infrastructure. The Oracle HW and BCA support of the central infrastructure required maintenance renewal in order to have legitimate licence use and get the basic vendor support e.g. for hardware exchange of failed hardware, direct support from the licence publisher. ■ COTS licence renewal maintenance renewal of the centralised infrastructure. COTS licence renewal of the central infrastructure required maintenance renewal in order to have legitimate licence use and get the basic vendor support e.g. for hardware exchange of failed hardware, direct support from the licence publisher. ■ Network HW and SW maintenance renewal of the centralised infrastructure. The Network HW and SW of the central infrastructure required maintenance renewal in order to have legitimate licence use and get the basic vendor support e.g. for hardware exchange of failed hardware, direct support from the licence publisher.	Delays or gaps in maintenance renewal may lead to operation risk (due to outage of component) and / or financial exception.	All items under maintenance and exchanged at EOL.	Items without maintenance

CU and BCU operational activities and evolutions / improvements	Daily operation of DCaaS which will focus on operational integration of information technology and facility management disciplines to centralise monitoring, management and intelligent capacity planning of all data centre's critical systems.	Implementation delay of systems due to lack of capacities	• A DC environment under full control • Support for forecasting and planning of all DC-related activities • Support for implementing changes • Incidents and problems to be resolved within the service level targets; • Service levels and warranties to be delivered • Keep adherence to standards, legal and regulatory obligations • More business opportunities able to demonstrate control of assets and services • The ability to identify the costs for a service.	All services available 24/7
Initiate a software engineering capability	This task, shall target to: ■ Re-establish sovereignty on software, it is the agency's asset. ■ Balance the technical relationship with contractors. ■ Initiate and maintain a software stack roadmap. ■ Checking content of corrective, adaptive maintenance releases. ■ Manage software dependencies (COTS as well as open-source software), in order to make it homogeneous & enable traceability and auditability for vulnerabilities and legal aspects of open-source licensing. ■ Technically control and maintain the previously developed internal scripts & tools; develop new ones if duly approved by Management.	Imbalanced relationships with contractors	Process in place and code reviews done in time.	Defined by projects
Network operations services	These services include: ■ Core Business Systems (SIS, VIS, Eurodac, SireneMail, VISmail, EES, ETIAS) local network infrastructure operational management. ■ Web services (EES/ETIAS) local and internet network infrastructure operational management. ■ National Uniform Interface (NUI) local network infrastructure operational management. ■ Common Shared Infrastructure (CSI) local network infrastructure operational management. ■ Management network (EUWS) operational management.	Ensure services are provided as per business expectations and technical specifications	Service Level Indicators for the operational processes	Network services shall be available as per SLAs. Incidents, problems, changes and releases are implemented in accordance with SLAs.

Operational management / administration of the infrastructure of test systems	This includes incident, problem, change management 2nd level of the infrastructure of test systems.	Test activities naturally affect the status and health of the test systems. Too many test activities can overload the test support and lead to availability issues.	Test systems availability	99.9% between 09:00 to 17:00
Operational management CBS 2nd line infrastructure support	This includes: ▪ Incident management 2nd level infrastructure support. ▪ Problem management 2nd level infrastructure support. ▪ Request fulfilment 2nd level infrastructure support.	Limited resources might affect the SLA performance and can lead to CBS downtime.	System availability	99.99%
Operational management of the CMDB	Business-as-usual to administer the CMDB with support of the vendor to update the system regularly, add reports according to needs, maintain and update the integration with other ITSM processes. It also includes Data management of the CI information.	Gaps or missing information in configuration management can affect proper infrastructure lifecycle management, which ultimately can influence the system availability.	CSI CI data off line are 90% in sync with online CMDB.	90%
Operational management: change implementation	This includes: ▪ Provide guidance and consultancy for the infrastructure services in the phase of change design to gather infrastructure requirements. ▪ Review of the documentation and run books. ▪ Support during the PPE deployment. ▪ Execution of the PRD changes. ▪ Input and contribution to the ITSM change management activities.	Insufficient human resources in the area will lead to a backlog of changes.	Pending tickets	<50 pending
Operational management: EUWS support	This includes: ▪ Asset and stock management of workstations, screens and peripheral equipment. ▪ Imaging of the workstation, maintenance and development of images for different workstations. ▪ Providing EUWS Laptops for training/exercises reasons. ▪ Deployment & collection of workstations. ▪ Active Directory management and administration. User and group administration. ▪ Windows updates and Patches to all EUWS workstations (WSUS & 3rd party updates). ▪ Maintenance of the EUWS Portal. ▪ EUWS user support. ▪ Implementing/maintaining the infra of McAfee Endpoint Security solution. ▪ EPO (Endpoint Policy Orchestrator & Device Control).	Failure of the service will prevent the maintenance of the CBSs.	Service availability	99.9%
Operational management: integration testing	This includes: ▪ Built integration test cases (in SM9). ▪ Perform the integrations tests following the planned change implementations.	Late detection of integration errors	Defects detected in integration test.	TBD

■ Report on the test results.

Operational management: platform administration	■ Monitoring of the platforms, currently Openshift and VMware. ■ Corrective, adaptive and evolutionary maintenance of the platforms. ■ Root cause analysis and resolution of system problems. ■ Anticipating service and platforms outages by ensuring backups and disaster recovery procedures are in place, tested and validated. ■ Maintaining up to date documentation and knowledge bases pertaining to platforms in their care.	Outage or performance degradation on platforms affect the CBS performance and / or availability.	Availability	99.99 %
Operational management: system engineering	■ Design infrastructure solution by gathering technical requirements, market analysis, solution design and implementation. ■ Design the infrastructure part of the CBSs under consideration of the necessary HA, security, performance and monitoring requirements. ■ Revision of technical proposals. ■ Infrastructure design and solution documentation. ■ Support for infrastructure product selection and acquisition (BOMs).	Inappropriate infrastructure	not applicable	not applicable
Support of Application Lifecycle Management (ALM) platform and related tools (Build pipeline, testing tools)	The ALM (Application Lifecycle Management) platform that is planned to be implemented for the delivery of EES project and all coming new systems is intended to be used as well at some point for the existing CBS. The platform will cover many tools from the life cycle and therefore proper ownership and support will be required in order to maintain a usable platform for proper testing and delivery of releases.	The main challenge is to have a proper governance of the platform in order to have an efficient usage and follow-up.	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
Continuation of data centres reorganisation activities	Implementation of: ■ a standard racking solution for all existing and new CBS. ■ a cable tray, pre-cabling and containment standardisation. ■ adequate power supply and cooling solution implementation. ■ Deployment of the racks and other equipment of legacy CBS-s to MDC to optimise the deployment of EES, ETIAS and ECRIS-related HW/racks.	Data centres current capacity unable to host new systems	Cost, schedule, scope	Green
Transition to new TESTA network	Migration of following elements will be in the scope of this tasks: ■ Migration of VIS Communication infrastructure used by VIS/BMS, EES, ETIAS, VISmail. ■ Migration of SIS Communication infrastructure used by SIS, Sirene Mail. ■ Migration of the point-to-point connection between CU and BCU. ■ Migration of TESTA services like NTP and web portal. ■ Design and setup of ITSM, monitoring and support organisation. As Eurodac is on the EuroDomain network this project will also provide assistance to DG DIGIT the owner of the network insofar it concerns Eurodac matters.	DG DIGIT collaboration and resourcing. Performance of new tenderer. Collaboration with incumbent provider. Sufficient budget. Sufficient resourcing.	Cost, schedule, quality	Green

3.2.9 Corporate activities – Corporate IT

The Corporate IT function at eu-LISA operates and maintains all IT equipment, applications, network and communication services used by the Agency personnel to carry out corporate tasks. With this function the Agency is able to meet its business objectives with the necessary capabilities, processes and resources. The Corporate IT function includes improvement projects aimed at increasing the efficiency and agility of the organisation, and the implementation of ITIL for corporate IT and migration of certain IT services to the cloud. The provision of end-user support services (internal service-desk) comes under this function.

Details of the budget and the necessary human resources for this activity are in Annex II.

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
Administration and maintenance of corporate IT applications	Administration and corrective, preventive, evolutionary and adaptive maintenance of the corporate applications of the Agency.	The required technical knowledge to operate and continually improve the corporate applications is available.	Availability of the services	- Timely delivery of the service and related support - 90% uptime of the related applications
Administration and maintenance of corporate IT networks and communications	Administration and corrective, preventive, and adaptive maintenance of the corporate IT networks and communications of the Agency.	The required technical knowledge to operate and continually improve the corporate IT networks and communications is available. Security vs usability. The more secure the layout, the greater the burden on the network flows.	Availability	90%
Administration and maintenance of corporate IT systems and storage	Administration and corrective, preventive, and adaptive maintenance of the corporate IT systems and storage of the Agency.	The required technical knowledge to operate and continually improve the corporate IT systems and storage is available. To perform effective business continuity without staff presence on both sites for standby support and physical intervention for prompt incident handling.	Availability	90%
Corporate IT infrastructure and applications migration to cloud	Scope - Corporate IT Infrastructure & Applications Key Activities: 1. Define Cloud and Migration Strategy. 2. Develop Cloud Governance Model. 3. Define Training Plans. 4. Execute Strategy / Plans. 5. Post-implementation support. The above activities include points raised previously that form part of the Strategy and Planning.	Complexity of migrating Resolving key infrastructure and application dependencies	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.
ITIL implementation in corporate IT services	Scope: Corporate IT Services Activities: Step 1: ITIL Project Preparation	Resistance to ITIL. Project Culture.	Cost, schedule and scope	Green

Project/task	Description	Major risks / challenges	Performance Indicators	Performance Target
	Step 2: Definition of the IT Service Structure	ITIL for the sake of ITIL.		
	Step 3: Selection of ITIL Roles and Role Owners	Business acceptance.		
	Step 4: Analysis of As-Is Processes: ITIL-Assessment	Simultaneous deployment approach.		
	Step 5: Definition of the To-Be Process Structure	Naive Implementation.		
	Step 6: Definition of Process Interfaces	Tools - technology implementation is often amongst the greatest ITIL challenges		
	Step 7: Establishing Process Control			
	Step 8: Designing the Processes in Detail			
	Step 9: Selection and Implementation of Application Systems			
	Step 10: ITIL Process Implementation and Training			
Enterprise Content Management	1. Implementation of a document management system for eu-LISA 2. Documents and records management system data migration 3. New eu-LISA intranet 4. New eu-LISA website 5. Mail registry 6. Public documents registry Implementation 7. Set up, execution and monitoring of the Agency's workflows	1. Lack of senior management support; Resistance to change by staff; Data migration 2. Appropriate procedures in place before the migration; Identify the required metadata for the documents; A clean-up process of existing data 3. Staff engagement and participation to the redesign 4. Data migration; Sync / Align with future ETIAS and EES-related websites 5. Monitoring compliance; Resistance from users 6. Creation of procedures for the Public Documents Registry; Creation of a Public Access Documents policy 7. Identify and remove process barriers or bottlenecks; Identify redundancies and improve process efficiency	1. Documents Management system available to the Agency. 2. Completion of Data Migration 3. New Intranet available to the Agency. 4. The project is delivered within the agreed scope, budget and time frame. 5. Delivery of the mail registry functionality 6. Public Documents Registry available to the Agency. 7. Delivery of the workflows	1. The project is delivered within the agreed scope, budget and timeframe. 2. The project is delivered within the agreed scope, budget and timeframe. 3. The project is delivered within the agreed scope, budget and timeframe. 4. Green 5. The project is delivered within the agreed scope, budget and timeframe. 6. The project is delivered within agreed scope, budget and timeframe. 7. The project is delivered within the agreed scope, budget and timeframe.
Procurement of corporate ICT equipment, infrastructure and services	Determining requirements for all corporate IT systems, communicating with suppliers, administering procuring contracts, managing assets and assuring quality of the products/services procured, managing licences.	Availability of quality resources, lack of financial resources	Adherence to the agreed budget and time.	- Timely delivery of the service
Provision of end-users with IT support (Service Desk)	■ Register, categorise and prioritise requests opened by clients. ■ Provide a first line of support, making a first diagnosis and solving requests. ■ Assign requests that you cannot solve.	Availability of quality resources.	End-user satisfaction	90%

- Monitor the resolution of requests, scaling those for which there is a risk of breaching the Service Level Agreement.
- Keep customers informed of the status of their requests.
- Close the resolved requests, previous validation with the users.
- Measure the level of user satisfaction.

3.2.10 Corporate activities – Other

This section lists the corporate activities that will be carried out to support the mission of the Agency, to ensure that the annual objectives are met and that the Agency operates as an efficient and agile organisation, in compliance with the EU regulatory framework.

Details of the budget and the necessary human resources for this activity are in Annex II.

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
Corporate management	1. Corporate activities operational management 2. Operations department governance, planning and reporting 3. Providing legal advice to eu-LISA 4. Administrative Support to ED Office 5. Corporate horizontal tasks (MB meetings, MC meetings, etc. for managers, coordination meetings not allocated to other activities, participation in selection procedures) 6. Implementation of the annual internal audit plan 7. Maintaining the accounts of the Agency 8. Official appraisal based on the CMMI model (continuation from 2020 and 2021) 9. Operate and evolve PPM capability and related processes	1. N/A 2. N/A 3. Assessment of complex legal matters; liaise with external law firms if necessary 4. N/A 5. N/A 6. Limited and sporadic availability of high-quality providers of co-sourced auditing services; Insufficient staff AD level staff allocated to IAC 7. Expanding business results in growing complexity with increasing number of financial transactions to control and to report on 8. Agency awareness of the CMMI approach 9. Achieving objectives cascaded by line managers	1. N/A 2. N/A 3. Limited resources for providing legal advice according to the needs and expected deadlines 4. N/A 5. N/A 6. Percentage of processes with assured outputs meeting targets within tolerances; Percentage of processes receiving independent review; 7. Timely delivery of provisional, consolidated, final accounts to the Budgetary Authority and ECA 8. Maturity level of relevant process areas 9. N/A	1. N/A 2. N/A 3. Provision legal advice and opinion on time. 4. N/A 5. N/A 6. At least 80% of reviewed operational processes meet targets within tolerance; At least 30% of Agency's operational processes are reviewed annually 7. Reporting deadlines set by the Financial regulation and the Accounting officer of the Commission 8. Appraisal conducted successfully (within scope, time, budget) 9. N/A
Data protection	1. Cooperation with the EDPS and DPOs of other EU institutions and bodies (Data protection function: Cooperate) 2. Drafting the annual work report 2021 and reporting the intermediate status	1. Lack of resources to attend and/or organise meetings and/or handle EDPS requests or consultations; The Agency is not properly represented in data protection fora	1. Requests from the EDPS are handled and fulfilled. Consultations with EDPS are held at their request or at the DPO's initiative and fulfilled. Number of SCG meeting attending by DPO of	1. 80% of Requests from the EDPS are handled and fulfilled; 60% of Consultations with EDPS are held at their request or at the DPO's initiative and fulfilled; 85% of SCG meeting are attended by DPO of

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
	on Data protection compliance to the Management Board (Data protection function: Inform) 3. Monitoring Data protection compliance 4. Organising data protection activities (Data protection function: Organise) 5. Provide recommendations and give advice to responsible staff on matters concerning the application of the Regulation 2018/1725 (Data protection function: Advise) 6. Raising Data protection awareness	and relevant knowledge sharing meetings. 2. Lack of resources to deliver the documents on time. 3. Lack of resources to perform the survey e.g. because of other priorities. 4. Lack of compliance if this activity is not properly completed that may imply penalties for the Agency; Staff are overloaded, requests or complains are not handled and registers are not updated; Lack of transparency if the publicly available register of processing activities is not up-to-date. 5. The advice from the DPO function is not requested either by business owner or top management; The required data protection-related tasks are neither identified, nor properly planned neither budgeted by business owner nor top management; The DPO function is downsized and is not able to provide the requested advice in a timely manner or at all; Reprimands, warning and administrative fines most likely have a very negative impact on the image of the Agency as a trustworthy IT stakeholder; Financial impact in the current and future annual budget of the Agency to face and cope with administrative fines received from EDPS; Financial and planning impact on data protection tasks that were not addressed by the business owner or top management that will have to be completed at a later stage. 6. Lack of interest of the staff and lack of commitment by middle managers and managers. Lack of support from the top management. Lack of resources to carry out such activities.	eu-LISA. Number of DPO network meetings attended or organised by DPO of eu-LISA; Number of JHAA DPO network meetings attended or organised by the DPO of eu-LISA. 2. Deliverables provided according to the agree deadlines. 3. Reports presented to the Executive Director of eu-LISA; 4. Update frequency of the public register of processing activities of eu-LISA - Article 31(5) of the Data Protection Regulation; Days to log a data breach in the register from complete and validated data breach report. 5. Number of fulfilled requests for DPO advice received from business owners. 6. Number of sessions held on data protection and personal data breaches; Volume of Data Protection general awareness material disseminated via internal communication tools (e.g. News & Info, email, intranet, etc.)"	eu-LISA; 100% of DPO network meetings attended by DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA; 100% of JHAA DPO network meetings are attended by the DPO of eu-LISA and potentially one of them organised by DPO of eu-LISA. 2. Deliverables provided two weeks before the MB meetings. 3. EDPS data protection audits are carried out smoothly in eu-LISA premises and the annual data protection survey carried out in a timely manner and within no more than 5 months. 4. The public register of processing activities of eu-LISA - Article 31(5) of the Data Protection Regulation - is updated, at least, once per month; The data breach register is updated within 15 working days from complete and validated data breach report. 5. 80% of the received requests for DPO advice are submitted at an early stage of the project; 60% of the received requests for DPO advice are fulfilled; 60% of the received requests for DPO advice are fulfilled within the agreed time; 6. Minimum 15 general awareness informative notes communicated to the whole staff during the year by making use of internal communication tools

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
Stakeholder management	1. Stakeholder engagement and policy coordination 2. Implementation of eu-LISA Internal Communication Action Plan 3. Implementation of the External Communication and Information Action Plan 4. Policy monitoring, coordination & development to represent eu-LISA at the EU Institutions, Agencies and other fora; stakeholder management in the JHA domain within the mandate of eu-LISA, and acting as a translator between technical and legal communities. 5. Timely administrative support for the Advisory Groups 6. Timely administrative support for the Management Board	1. High quality stakeholder relations and comprehensive policy coordination. Enhancement of visibility of the Agency. 2. Lack of mandated statutory staff with the required qualification at the operational site of the Agency in Strasbourg to provide for business continuity, perform internal reputation-management tasks and undertake rapid reaction in cases of urgency or crises; Limitations on incident management during potential crises, requiring the implementation of crisis communication, targeted to internal stakeholders, which constitutes one of the core elements for crisis management; non-availability of technical tools and soft-ware for on-site use and in-house production of audio-visual informative and/or communication products. 3. The deadlines for internal and external content approval and linguistic quality management are not met and consequently the set time-frame as well as budget forecasts are not respected; The time-sensitive information does not reach the target audiences in cases of urgency and crises due to the missing full-time functions 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 novel online communication products not developed sustainably due to the missing functions of a full-time digital and offline communication assistant and for production of in-house audio-visual information outputs; Possible limitations are	1. N/A 2. Compliance of the Annual Internal Communication Action Plan with the set milestones and time-schedule. 3. Ensure that content production follows the approved editorial work-flow and quality standards, print and online production requirements are met by the contractors and performance is carried out in compliance with the set quarterly milestones of the 2022 Annual External Communication Action Plan; The eu-LISA web-based visibility and engagement-level are regularly measured through web-analytics and social media monitoring tools; The satisfaction rate of the participants with the event management is measured through evaluation sheets. 4. High quality and efficiently handled stakeholder relations, comprehensive and timely policy development and coordination and representation of eu-LISA at Working Groups, Committees and other expert meetings. 5. Meetings delivered as planned; Stakeholder overall satisfaction rate measured in stakeholder satisfaction survey. 6. Meetings delivered as planned; Stakeholder overall satisfaction rate as measured in satisfaction survey.	1. N/A 2. Annual Internal Communication Action Plan is implemented according to set milestones, defined deadlines and objectives; 3. All mandatory corporate publications and general public information materials are published as foreseen in the 2022 External Communication and Information Action Plan in line with the set EU institutional standards and linguistic requirements; 100% of the information requests submitted via the website are answered in line with the European Ombudsman guidelines. Web-analytics show positive evolution towards the baseline and overall data from previous year; The satisfaction rate of the participants with event - management is steadily high; 100% of media enquiries are responded to in line with EU requirements and set standards. 4. High quality, efficient and timely implementation of policy monitoring, coordination and development as well as stakeholder management. 5. Meetings organised as required by the MB; Overall satisfaction higher than 60% with regard to the organisational and secretarial support provided. 6. Meetings organised as required by the MB; Overall satisfaction higher than 60% with regard to the organisational and secretarial support provided.

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
		imposed on the Agency by contractors who host and/or develop the functionalities for the website. 4. The available human resources do not correspond to the growing need for stakeholder engagement and policy coordination in the increasing number of topics that the Agency is managing or involved in. 5. Limited resources (time/budget) to sufficiently support the AG. 6. Limited resources (time/budget) to sufficiently support the Management Board.		
Human Resources management	1. Competency and capability development related to operations 2. Further consolidation of the Agency following change, growth and transformation with focus on personnel administration, digitalisation of HR services and recruitment. 3. Organisational development and cultural transformation	1. No sufficient development of competencies/capabilities 2. Ensuring 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 that accuracy of records is preserved, human errors are limited to a minimum in case of staff turnover/gaps. Implementation of this activity and its success depends on the timely implementation of the activities planned in 2020; Ensuring that implementation of the organisational structure is supported by the necessary resources. 3. Low engagement risk; High turnover risk; Low performance risk; Reputational risk	1. Training as identified by the annual training plan organised; General satisfaction level. 2. Ratio (%) of administrative resources to operational resources; Absenteeism rate (%) within reporting period (average number of sick leave days per employee, percentage of staff on long-term sick leave, percentage of staff not taking sick leave); Annual Percentage (%) of the staff turnover; New KPIs concerning prevention of conflict of interest: number and percentage of DoIs submitted, of which on time; number and percentage of DoIs evaluated; number and percentage of preventive measures or decisions limiting participation taken in compliance with the rules; Occupancy rate. 3. Staff engagement survey results; Performance of staff; Evaluation criteria of cultural transformation project	1. 90% of the training plan activities implemented; Satisfaction level above 85%; 2. 20% of administrative posts and 70% of operational posts; absenteeism rate targets: fewer than 15 days, fewer than 10 %, more than 15 %; below 5% of staff turnover; 100% submitted and >80% in time; more than 90% of DoIs evaluated, no target set for the third evaluation; Occupancy rate more than 90%. 3. Staff Engagement survey results above 7.5; 4. Average Performance of staff
Finance and procurement	1. Execution of the procurement and acquisition plan 2. Internal control, procedures, audits related to finances and procurement	1. Planning and scheduling; Legal risks (court cases). 2. Failures in internal controls may result in unjustified expenditure, fraud, denial of discharge by the budgetary authority.	1. Efficiency of procurement processes - number of cancelled procedures; Acquisition management: procurement projects on schedule	1. The target level of this KPI is below 25%; The target level of this KPI is defined above 60%" 2. 80% of procedures listed in the Unit annual work plan are produced.

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
	3. Timely delivery of services related to budgetary, asset and financial management	3. Quality of planning and internal controls inadequate	2. A comprehensive and coherent set of procedures cover the main business processes in the financial and procurement area. 3. No major disruption of services attributable to internal organisational issues; Cancellation rate of payment appropriations; Rate (%) of budgetary commitments implementation; Rate (%) of payment implementation; Ratio (%) of payments completed within the statutory deadlines	3. The target level of this KPI is defined at <5%; The target level of this KPI is defined between 95% to 99%; The target level of this KPI is defined at >95%; The target level of this KPI is defined between 90% to 100%.
Corporate security	1. Delivering the information security & assurance service for corporate infrastructure 2. Operate, plan and develop the business continuity/disaster recovery/emergency response parts of the security and continuity management 3. Operate, plan and develop the horizontal elements of security and continuity management 4. Operate, plan and develop the protective elements of the security and continuity management	1. Low priority with regard to other tasks; Scope creep from non-core tasks; Increase in complexity of project activity outstripping resource capacity; Lack of capacity of the Corporate infrastructure function to support security management activities 2. Management's commitment to implementing Business Continuity Management System (BCMS); Commitment of external stakeholders to supporting the implementation of BCMS as needed. 3. Time, human and financial constraints for implementing projects as well as carrying out day-to-day security activities; Geographical distribution of the Agency brings security challenges due to the multitude of sites and different level of threats affecting the assurance of security. 4. Management's commitment to implementing the protective security controls in accordance with the legislation and eu-LISA's rules; Commitment of external stakeholders to supporting the implementation of the specific protective security controls as needed.	1. Percentage (%) of security objectives implemented as defined per legislation; Percentage (%) of security incidents handled within the SLA within the response target; Percentage (%) of security risk assessments done against Systems (design, development, production); Number of vulnerability scans performed on the information system portfolio annually; Number of Cybersecurity Exercises performed annually 2. The BC controls cover all the business areas of eu-LISA; The BC plans are tested and the tests demonstrate the effectiveness of BC controls in place. 3. Security policies required by the Agency regulation and the regulations of the systems are adopted; Security Awareness Framework is developed for n+1 year; Annual security training is organised; Outreach events with external stakeholders organised" 4. Protective security measures comply 100% to the risk assessment, eu-LISA rules and regulations and the ISO standards.	1. 100%; 100%; 100%; 2; 1 2. The BCMS covers 100% the eu-LISA business areas; At least one exercise is run to test the corporate resilience of the organisation; 3. By Q4/2022 adopt at least 80% of the planned security policies required by the Agency regulation and the regulations of the systems; By Q4/2022 develop the Security Awareness Framework for n+1 year; Minimum of 80% of the planned annual security training is organised for the Agency personnel and first respondents; At least one outreach event is organised with external stakeholders on security and business continuity matters. 4. Security management in place at the two sites; Ensuring physical security levels of eu-LISA's premises and security for eu-LISA missions, activities and personnel at acceptable levels of risk, in line with the relevant rules and regulations, and risk assessment outcomes.

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
Facilities management	1. Facility environmental management 2. Facility health & safety management 3. Facility operations and services 4. Logistics and office supplies services 5. Management and support of missions' services 6. Second extension of eu-LISA operational premises in Strasbourg	1. Lack of integration guidelines, the demand for training and cultural change, the lack of skilled personnel 2. Create occupational Health and Safety culture; Implementation of system to ensure safe operations in our working environment" 3. Dependency on external process owner and contractors or service providers and human resources 4. Dependency on external process owner and contractors 5. Dependency on external contractors, lack of staff contingency and lack of human resources in the Missions portfolio 6. Moore's law and changes in technology might lead the new DC to be out of date by the time the construction is completed. Local Energy Companies are unable to provide electrical power needed for the extension. The extension cost is an estimation based on the 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 on the drawing up of needs, in relation to new developments and the future adoption of new legal instruments	1. Environmental indicator 2. Increase in the satisfaction of the employees with the working conditions and environment 3. Conformity to applicable standards 4. Adherence to the required scope, budget and time 5. Number of missions accomplished on time when requests submitted on time via mission tool. 6. Cost, schedule and scope	1. 90% 2. 90% 3. All Agency locations are compliant with applicable standards 4. Adherence to the required scope, budget and time 5. Performance indicator percentages upheld 6. Green
General coordination	1. Contribution as an observer to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy (including VIS) and ensure better use of SIS and VIS by Member States 2. Corporate governance, planning and reporting 3. Drafting reports on the technical functioning of the systems, and aggregating statistics 4. Implementation of the planned annual research and technology	1. Limited resources at eu-LISA to participate in the evaluation of missions and contribute to evaluation reports (in particular for the Common Visa Policy area); As per COM`s multi-annual plan, in 2022 there will be 5 MS to be evaluated in both SIS/SIRENE and Common Visa Policy (including VIS). 2. To ensure the timely delivery of information of the desired quality and quantity.	1. N/A 2. Draft SPD 2023-2025 adopted on time; Management Board adopts the final SPD 2023-2025 without major amendments in 2022; Timely submission of the reports; Management Board adopts the Interim Report and the Consolidated Annual Activity Report (CAAR) 2021 in due time. 3. Submission to the EU institutions of: a. 2021 SIS annual stats	1. N/A 2. SPD 2023-2025 adopted by 30 November 2022; The proposals for amendments by the Management Board as a precondition for adoption do not exceed 5% of the number of the proposed activities and 5% of the budget; Reports submitted not less than 14 calendar days before the meeting of the Advisory Groups/Management Board; The Management Board adopts the IR

Task	Description	Major risks / challenges	Performance Indicators	Performance Target

	monitoring activities, in line with the adopted R&D roadmap
	5. Implementation of the Training plan for provision of training to the MS on the technical use of the IT systems managed by the Agency
	6. Integration of research findings into application life cycles.
	7. Supporting the implementation of parts of the EU Framework Programme for Research and Innovation
	8. Independent benchmarking evaluation of the operational management of the core business systems
		3. To ensure the timely delivery of needed input.
		4. Lack of available human resources to fulfil the necessary tasks.
		5. Non-permanent character of profiles supporting MS Training activities (external support and SNEs for training delivery and LMS management) may cause interruption in business continuity; Decreased input from internal expertise in eu-LISA training for the Member States.
		6. Lack of sufficient human resources to ensure the necessary continuous engagement in the mentioned tasks or the depth of study needed to produce high quality outputs; Insufficient communication between the OPS and the research monitoring function in order to align research and technology monitoring work with the needs of the OPS.
		7. Lack of human resources to fulfil the necessary tasks; Delay in the formalisation of the Agency's engagement in the management of relevant parts of the EU FP for R&I.
		8. Lack of quality in the work of the contractor.
			b. 2021 Eurodac annual stats
			c. Eurodac annual report for 2021 including the technical functioning
			d. Q2/3 2022 statistics for EES, preparation for Q4
			e. preparation for the Q4 2022 statistics for ETIAS (to be published in Q1 2023), and update/compile:
			f. update the list of authorities/N.SIS/SIRENE for SIS, to be published on the OJ of the EU
			g. update the list of authorities (asylum) for Eurodac to be published on the website
			h. compile the list of authorities for EES to be published on the OJ of the EU (3 months after the EiO; - compile the list of authorities for ETIAS to be published on the OJ of the EU (3 months after the EiO); Start planning and working on the deliverables foreseen for and ECRIS-TCNs.
			4. At least one research and technology monitoring report that has been fully approved by the management committee and published on the eu-LISA website; The Agency's industry events and annual conference take place within the calendar year and have strong attendance from diverse stakeholders.
				and the CAAR 2021 as per the legal deadline
				3. Submission to the EU institutions of:
				  a. 2021 SIS annual stats
				  b. 2021 Eurodac annual stats
				  c. Eurodac annual report for 2021 including the technical functioning
				  d. Q2/3 2022 statistics for EES, preparation for the Q4
				  e. preparation for the Q4 2022 statistics for ETIAS (to be published in Q1 2023)
				  f. updated list of authorities/N.SIS/SIRENE for SIS on the OJ of the EU
				  g. updated list of authorities (asylum) for Eurodac on the website
				  h. the list of authorities for EES on the OJ of the EU (3 months after the EiO) and the list of authorities for ETIAS on the OJ of the EU (3 months after the EiO); Start planning and working on the deliverables foreseen for and ECRIS-TCNs; Adapt work practices to make use of the CRRS and support MS in their utilisation of this new tool for provision of statistical data.
				4. Publication of at least one research and technology monitoring report annually: More than 50 delegates participate in

Task	Description	Major risks / challenges	Performance Indicators	Performance Target
			5. Satisfaction rate (scale 1-6, 1 lowest, 6 highest) 6. Submission of high quality and impactful technology briefs to the management and OPS on request; Engagement with system Advisory Groups to refine priorities and feedback into system evolution work. Research and technology monitoring staff are part of the project teams for the most technological projects. 7. A set of thematic priorities for the implementation of relevant parts of the EU FP for R&I defined and approved by the management committee and relevant AGs (if appropriate); Research and innovation projects and their outcomes presented to the Agency and its stakeholders; Part of the EU FP for R&I and/or funded projects, responsibility for which has been delegated by the EC to the Agency, are administered according to the planned scope, objectives and timeline. 8. Deliver the assessment as planned.	the industry events and more than 120 in the annual conference. 5. Average not less than 4 (scale 1-6) 6. At least 2/3 technology briefs are provided annually based on requests for monitoring; Each system AG is engaged at least once annually through a presentation at the AG meetings; R&TM staff are part of at least one large-scale project as part of the core team (in case such projects are undertaken by the Agency and require involvement of R&TM staff) 7. Adoption of one set of thematic priorities for the implementation of relevant parts of the EU FP for R&I; At least two projects and their preliminary/final outcomes are presented to the Agency and its stakeholders. 8. Deliver the assessment before end of Q4 2022
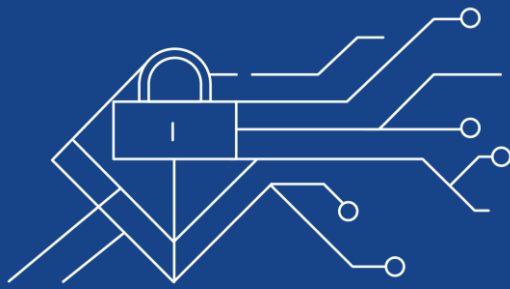
ANNEXES

Annex I.   Organisation chart

In 2020, the Agency made slight changes to its organisation by transferring some tasks and/or staff between sectors in order to better respond to its new operational model. These changes had no impact on the organisational structure of eu-LISA adopted in 2019.

Figure 1. Organigram
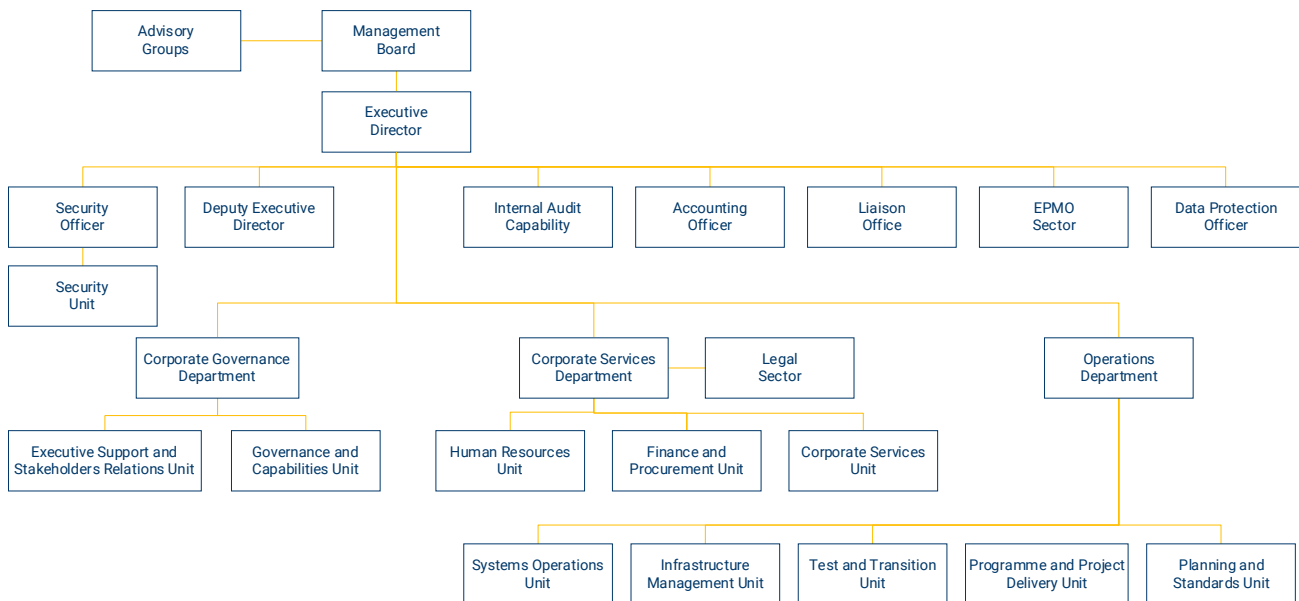
The above organigram reflects the status as of 5 November 2020.

Table 10 below shows the number of the posts which were occupied on 31.12.2020 and a number of vacant posts in each organisational entity of eu-LISA. Information about issued job offers is presented in **Annex V.**

Table 10. Headcount for the organisational structure as at 31 December 2020

Department	Unit	Number of posts[54]						Total
		TA		**CA**		**SNE**		
		Occupied	**Vacant**	**Occupied**	**Vacant[55]**	**Occupied**	**Vacant**	
Executive Director	N/A	9	0	5	2	1	0	18
Executive Director	Security	11	0	4	3	2	0	20
Corporate Governance Department	N/A	0	0	0	0	0	0	0
Corporate Governance Department	Executive Support and Stakeholder Relations Unit	7	1	7	-2	1	0	12
Corporate Governance Department	Governance and Capabilities Unit	10	2	2	0	1	1	13
Corporate Services Department	N/A	2	2	1	0	0	0	5
Corporate Services Department	Human Resources Unit	11	1	7	-3	0	0	17
Corporate Services Department	Finance and Procurement Unit	21	0	8	2	0	0	31
Corporate Services Department	Corporate Services Unit	9	0	7	1	1	0	19
Operations Department	N/A	3	0	0	0	0	0	3
Operations Department	Planning and Standards Unit	24	2[56]	6	3	1	0	36
Operations Department	Programme and Project Delivery Unit	16	2[57]	11	4	1	0	34
Operations Department	Test and Transition Unit	15	0	8	4	0	0	27
Operations Department	Infrastructure Management Unit	21	6	10	4	2	0	43
Operations Department	Systems Operations Unit	22	2	7	9	0	0	43
Operations Department	*To be decided*	0	1	0	1	0	0	3
Total		**181**	**19**	**83**	**28**	**10**	**1**	**322**

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[54] Occupied posts do not include issued job offers.
[55] Negative balance means that there is a short-term post in the Unit created to fill a gap in staff that has an impact on the recruitment figures.
[56] Eurodac post not included.
[57] Ibid.

Annex II. Resource allocation per activity for 2022−2024
(activities in section 3 Annual Work Programme for 2022)

This annex presents the breakdown of the human and financial resources available to the Agency and their allocation per activity and task/project for the years 2022−2024[58].

The financial resources distribution is aligned with the multi-annual planning of eu-LISA as reflected in its MFF 2021-2027 forecast. The baseline for the budget available to the Agency in 2022 is the figure from the revised MFF proposal of the European Commission as tabled in May 2020.

Concerning the human resources planning, in 2020, eu-LISA has 324 authorised posts[59] and it uses a few short-term posts for CAs to cover for staff on long-term leave. Without prejudice to the final decision on the budget and staffing of the Agency in 2022 listed in Annex XIII, the number of staff in the Agency's Establishment plan will increase to 215 posts and the total number of staff including CAs to 374 posts by the end of 2022. This number includes 50 additional posts provided via different LFSs (ETIAS, Interoperability, VIS revised Regulation[60], SIS police cooperation and e-CODEX).

The annex provides a breakdown by the type of contract (TA and CA) of the staff assigned to the respective tasks. Furthermore, the information in the annex distinguishes between:

- staff available at the time of the preparation of this SPD (reflected in the columns entitled 'Available staff');
- the Agency's additional staff needs identified in the planning processes. The total number of this additional staff is 43 FTE. The reasons for eu-LISA's additional staff needs in 2022 are set out in subsection *2.2.2 a) Development of existing tasks*[61].

A detailed breakdown and justification of the additional posts needed by the Agency, which have not been included in the Commission proposals, are provided in Annex XIII. The total number of staff for 2023 and 2024 is estimated on the basis of a preliminary assessment and therefore, these numbers may differ from the numbers in Annex III.

The annex also provides an outlook on the planned use of external support resources (in the columns entitled '*External support*') for each task. These resources complement the core team of the Agency in the implementation of the planned work throughout the year.

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[58] The tables below include only tasks and projects that will consume resources in 2022, which are part of the Annual Work Programme 2022. Those starting in 2023 and 2024, which are not part of the current Annual Work Programme are not included. It also includes only the estimates for financial resources under Title 3. Data on staff (FTEs) inserted for the years 2023-2024 is preliminary and subject to an update in 2021 and 2022, when more detailed resource allocation planning is made.
[59] Although 324 posts have been authorised, the Agency could recruit only 322 agents, because 2 posts are subject to the adoption of the legal base for Eurodac.
[60] It is assumed that the VIS revised Regulation and the Regulation on SIS police cooperation will enter into force in 2021.
[61] The additional staff needs of the Agency are subject to agreement with the European Commission and approval by the Budgetary Authority.

Operational management/Recasts

Task/Project	2022 Available staff[62]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
VIS	**3.40**	**2.90**	**1.00**	**1.00**	**2.00**	**57,994,000**	**2.20**	**5.80**	**-**	**2.00**	**1.50**	**40,928,000**	**1.06**	**3.83**	**-**	**2.00**	**1.50**	**40,583,000**
VIS/BMS maintenance	0.45	1.50	1.00	0.50	1.50	18,000,000	0.40	1.55	-	1.50	1.50	12,000,000	0.40	1.55	-	1.50	1.50	12,240,000
VIS Recast development (continuation)	1.85	-	-	0.50	0.50	16,244,000	0.70	2.85	-	0.50	-	28,928,000	0.26	1.75	-	0.50	-	28,343,000
Implementation of a VIS active-active architecture	1.10	1.40	-	-	-	23,750,000	1.10	1.40	-	-	-	-	0.40	0.53	-	-	-	-
SIS	**9.73**	**3.08**	**1.50**	**0.50**	**4.50**	**21,450,000**	**3.80**	**1.48**	**1.00**	**-**	**1.00**	**9,779,000**	**0.90**	**0.78**	**-**	**-**	**1.00**	**9,797,000**
SIS AFIS maintenance	0.40	0.33	-	-	-	3,350,000	0.40	0.33	-	-	-	750,000	0.40	0.33	-	-	-	750,000
SIS maintenance	0.40	0.30	-	-	-	7,450,000	0.40	0.30	-	-	-	6,579,000	0.40	0.30	-	-	-	8,597,000
SIS support to Member States	0.10	0.15	-	-	1.00	450,000	0.10	0.15	-	-	1.00	450,000	0.10	0.15	-	-	1.00	450,000
SIS Evolution (projects, evolutions and studies)	1.60	1.60	1.00	0.50	-	5,200,000	-	-	-	-	-	-	-	-	-	-	-	-
Extended capacity of SIS	2.00	0.70	0.50	-	-	1,000,000	1.20	0.70	-	-	-	2,000,000	-	-	-	-	-	-
C.SIS integration to ESP and MID and other Interoperability components	1.90	-	-	-	-	3,500,000	1.70	-	1.00	-	-	-	-	-	-	-	-	-
New SIS legal framework implementation (continuation from 2019)	0.96	-	-	-	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-
A new SIS II Central System release including return decision functionalities (Continuation from 2021)	0.51	-	-	-	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Implementation of SIS AFIS Phase 2 (Continuation from 2019)	1.06	-	-	-	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-
New Search Engine & Oracle upgrade for SIS, improving availability and considering	0.80	-	-	-	1.50	500,000	-	-	-	-	-	-	-	-	-	-	-	-

[62] These numbers reflect the status of posts in 2020, which includes short-term CA posts to replace staff on long-term leave. The same applies to the other columns with the same titles for 2023 and 2024.

Task/Project	2022 Available staff[62] TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2023 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2024 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget
transcription aspects (continuation from 2019)																		
Eurodac	**4.81**	**1.30**	**-**	**-**	**1.00**	**4,300,000**	**2.68**	**1.30**	**-**	**-**	**-**	**4,300,000**	**2.68**	**1.30**	**-**	**-**	**-**	**4,300,000**
Eurodac - DubliNet maintenance	1.30	1.30	-	-	-	3,500,000	1.30	1.30	-	-	-	3,500,000	1.30	1.30	-	-	-	3,500,000
Unplanned evolutions and associated support stemming from adaptive maintenance of Eurodac and DubliNet	3.51	-	-	-	1.00	800,000	1.38	-	-	-	-	800,000	1.38	-	-	-	-	800,000
Other	**37.59**	**20.67**	**3.50**	**31.50**	**15.00**	**2,280,000**	**40.29**	**23.54**	**1.00**	**23.00**	**12.00**	**1,850,000**	**40.29**	**23.54**	**1.00**	**23.00**	**10.00**	**2,350,000**
Delivering an information security & assurance service for the core business systems	5.85	0.60	-	-	2.50	650,000	5.85	0.60	-	-	2.50	650,000	5.85	0.60	-	-	2.50	650,000
Operate, plan and develop the business continuity aspects of large-scale IT systems	0.90	-	-	-	0.50	-	0.90	-	-	-	0.50	-	0.90	-	-	-	0.50	-
Security and business continuity exercises for SIS	0.10	1.00	-	-	1.00	130,000	0.10	1.00	-	-	1.00	-	0.10	1.00	-	-	1.00	-
EOPM Replacement - Impact Assessment/Study	-	-	-	-	0.50	300,000	-	-	-	-	-	-	-	-	-	-	-	-
Operational change management	0.47	2.53	-	-	2.00	-	1.00	3.00	-	-	2.00	-	1.00	3.00	-	-	2.00	-
ECRIS reference system maintenance	0.40	0.20	-	0.50	-	500,000	-	-	-	-	-	500,000	-	-	-	-	-	1,000,000
Release and deployment management and transition to operations	1.79	0.98	2.50	-	2.00	-	4.45	3.58	-	-	2.00	-	4.45	3.58	-	-	2.00	-
24/7 2nd level application support for operation management of the Core Business Systems	6.00	10.00	1.00	12.00	-	-	7.00	10.00	1.00	7.00	-	-	7.00	10.00	1.00	7.00	-	-
24/7 1st level support for operational management of the systems - eu-LISA Service Desk	13.59	3.00	-	15.00	-	-	15.00	3.00	-	14.00	-	-	15.00	3.00	-	14.00	-	-
Test management	2.84	2.36	-	-	3.00	-	2.84	2.36	-	-	3.00	-	2.84	2.36	-	-	1.00	-

Task/Project	2022 Available staff[62] TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2023 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2024 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget
Business as usual, including Carrier support	-	-	-	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-
eu-LISA ITSM framework processes run, regular measurement and reporting, continuous reviews and improvement of services and processes	5.65	-	-	2.00	4.00	700,000	3.15	-	-	2.00	1.00	700,000	3.15	-	-	2.00	1.00	700,000
TOTAL	**55.53**	**27.95**	**6.00**	**32.00**	**23.00**	**86,024,000**	**48.97**	**32.12**	**2.00**	**25.00**	**14.50**	**56,857,000**	**44.093**	**29.45**	**1.00**	**25.00**	**12.50**	**57,030,000**

New systems/Innovation

Task/Project	2022 Available staff[63] TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2023 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2024 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget
Smart Borders	**22.85**	**10.99**	**7.00**	**10.00**	**13.00**	**54,124,806**	**5.85**	**5.26**	**6.00**	**21.50**	**9.50**	**51,384,000**	**5.85**	**5.26**	**6.00**	**21.50**	**8.50**	**57,984,000**
Business relations, demand, change, requirement management between eu-LISA and its Stakeholders (internal / external) using the IT systems (in operations or under development)	4.73	2.85	-	-	5.00	-	5.25	2.55	-	1.00	5.00	-	5.25	2.55	-	1.00	5.00	-
Development of ECRIS-TCN	2.80	-	-	-	1.00	17,713,806	-	-	-	-	1.00	-	-	-	-	-	-	-
ETIAS implementation (continuation)	5.97	2.93	1.00	-	2.00	19,000,000	-	-	-	-	2.00	-	-	-	-	-	2.00	-
EES BMS maintenance - hardware	0.30	0.20	2.00	-	-	1,040,000	0.30	0.20	2.00	-	-	2,470,000	0.30	0.20	2.00	-	-	3,000,000
EES BMS maintenance - software	-	0.61	2.00	-	-	2,210,000	-	0.61	2.00	-	-	4,940,000	-	0.61	2.00	-	-	5,460,000
EES BMS maintenance - active-active setup	0.10	0.30	2.00	-	-	2,535,000	0.10	0.30	2.00	-	-	5,460,000	0.10	0.30	2.00	-	-	6,110,000
ETIAS maintenance	0.61	0.32	-	-	-	1,326,000	-	-	-	20.00	-	15,914,000	-	-	-	20.00	-	15,914,000

[63] These numbers reflect the status of posts in 2020, and include short-term CA posts to replace staff on long-term leave. The same applies to the other columns with the same titles for 2023 and 2024.

Task/ Project	2022 Available staff[63]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
EES/ETIAS web services implementation finalisation	3.09	1.66	-	4.00	2.50	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-
EES maintenance	0.08	0.76	-	-	1.00	6,300,000	0.20	1.60	-	0.50	1.50	19,600,000	0.20	1.60	-	0.50	1.50	20,500,000
EES adjustments for interoperability components	0.91	-	-	-	1.00	3,000,000	-	-	-	-	-	3,000,000	-	-	-	-	-	7,000,000
EES/ETIAS web services maintenance	-	-	-	6.00	-	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-
EES core implementation (continuation)	4.26	1.36	-	-	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Interoperability	**18.18**	**10.96**	**3.50**	**12.00**	**19.00**	**29,043,000**	**9.30**	**8.62**	**-**	**9.50**	**4.50**	**7,755,000**	**2.90**	**1.09**	**-**	**2.00**	**1.50**	**3,257,000**
European search portal (ESP) development	2.45	2.95	-	1.50	1.00	1,350,000	2.50	2.25	-	1.50	1.00	3,800,000	0.90	-	-	-	0.50	1,000,000
Central repository for reporting and statistics (CRRS) development (continuation)	2.25	1.59	-	1.50	1.00	2,125,000	1.25	0.25	-	1.50	0.50	735,000	-	0.15	-	-	0.50	735,000
Multiple Identity Detector (MID) development	3.33	1.20	-	1.50	1.00	17,000,000	2.85	1.25	-	1.50	0.50	2,000,000	1.00	0.15	-	-	0.50	1,300,000
Common identity repository (CIR) development	1.90	3.30	-	1.50	1.50	3,000,000	1.80	2.50	-	1.50	1.00	1,000,000	0.85	-	-	-	-	-
Continuation of new service and process definitions as part of the eu-LISA's ITSM framework	0.46	0.02	-	1.00	2.50	350,000	-	-	-	1.00	1.50	-	-	-	-	-	1.00	-
VIS sBMS functional integration/data migration and increased availability	1.70	-	0.50	-	2.50	-	-	-	-	-	-	-	-	-	-	-	-	-
USK maintenance	0.20	-	0.50	-	-	218,000	-	-	-	-	-	220,000	-	-	-	-	-	222,000
Improvements / development of the biometric portfolio	-	-	-	-	2.00	500,000	-	-	-	-	-	-	-	-	-	-	-	-
Implementation of the interoperability between ETIAS and VIS (consequential amendments ETIAS)	2.70	-	-	1.50	-	1,000,000	0.40	1.90	-	1.50	-	-	0.15	0.79	-	1.00	-	-
Implementation of the interoperability between EES and VIS (continuation)	1.10	0.90	-	2.00	-	-	0.50	0.47	-	1.00	-	-	-	-	-	-	-	-

Task/Project	2022 Available staff[63]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Preparation of ECRIS-TCN development in sBMS	0.20	0.50	2.50	-	2.00	1,500,000	-	-	-	-	-	-	-	-	-	-	-	-
Preparation: MID impact on sBMS	0.62	-	-	-	2.50	2,000,000	-	-	-	-	-	-	-	-	-	-	-	-
EES BMS / sBMS implementation (continuation from EES project 2019)	1.27	0.50	-	1.50	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	**2.32**	**0.40**	**2.50**	**-**	**4.50**	**4,300,000**	**0.50**	**0.25**	**-**	**-**	**1.50**	**-**	**0.50**	**0.15**	**-**	**-**	**1.50**	**-**
Enterprise architecture continuum - establishing an interoperability architecture	0.50	-	-	-	1.50	-	0.50	0.25	-	-	1.50	-	0.50	0.15	-	-	1.50	-
Application Lifecycle Management (ALM/SDLC) implementation	1.43	0.40	-	-	2.00	800,000	-	-	-	-	-	-	-	-	-	-	-	-
Implementation of the roadmap for standardisation	pm	pm	pm	pm	pm	2,000,000	pm	pm	pm	pm	pm	-	pm	pm	pm	pm	pm	-
Implementation of the roadmap for Artificial Intelligence	pm	pm	pm	pm	pm	500,000	pm	pm	pm	pm	pm	-	pm	pm	pm	pm	pm	-
Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection	0.39	-	2.50	-	1.00	1,000,000	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**43.35**	**22.35**	**13.00**	**22.00**	**36.50**	**87,467,806**	**15.65**	**14.13**	**6.00**	**31.00**	**15.50**	**59,339,000**	**9.25**	**6.50**	**6.00**	**23.50**	**11.50**	**61,241,000**

Infrastructure

Task/ Project	2022 Available staff[64]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Application management services	3.00	2.80	-	2.50	1.00	-	3.00	2.80	-	3.50	1.00	-	3.00	2.80	-	3.50	1.00	-
Initiate a software engineering capability	-	-	-	1.00	1.00	-	-	-	-	1.00	1.00	-	-	-	-	1.00	-	-
Network operations services	2.50	1.00	-	-	-	400,000	2.50	1.00	-	-	-	800,000	2.50	1.00	-	-	-	600,000
Communication infrastructure services	2.47	-	-	-	2.00	19,220,000	-	-	-	-	-	13,940,000	-	-	-	-	-	15,440,000
Continuation of Integration of the single integrated monitoring solution with the event management process, covering all the systems in operation	1.00	-	-	1.00	3.00	700,000	-	-	-	1.00	1.00	300,000	-	-	-	1.00	-	100,000
Transition to new TESTA network	2.33	0.50	-	-	2.00	18,784,000	2.38	0.50	-	-	2.00	-	-	-	-	-	-	-
Continuation of data centres reorganisation activities	-	-	-	-	1.00	300,000	-	-	-	-	-	-	-	-	-	-	-	-
CU and BCU operational activities and evolutions / improvements	2.88	1.02	0.50	-	4.00	500,000	3.20	0.80	1.50	-	4.00	500,000	3.20	0.80	1.50	-	4.00	500,000
Operational management of the CMDB	0.58	-	-	-	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-
Operational management CBS 2nd line infrastructure support	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational management: EUWS support	-	0.50	-	-	1.00	-	-	-	-	-	1.00	-	-	-	-	-	1.00	-
Operational management: change implementation	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational management: platform administration	0.39	0.01	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational management: integration testing	0.05	-	-	-	1.00	-	-	-	-	-	1.00	-	-	-	-	-	1.00	-
Operational management / administration of the infrastructure of test systems	0.05	-	-	-	1.00	-	-	-	-	-	1.00	-	-	-	-	-	1.00	-

[64] These numbers reflect the status of posts in 2020, and include short-term CA posts to replace staff on long-term leave. The same applies to the other columns with the same titles for 2023 and 2024.

Task/ Project	2022 Available staff[64]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Operational management: system engineering	2.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oracle maintenance renewal	0.05	-	-	-	-	2,500,000	-	-	-	-	-	-	-	-	-	-	-	-
Corrective maintenance and monitoring of the centralised infrastructure	0.05	-	-	-	-	2,000,000	-	-	-	-	-	-	-	-	-	-	-	-
HW and SW maintenance renewal of the centralised infrastructure	0.05	-	-	-	-	18,000,000	-	-	-	-	-	-	-	-	-	-	-	-
Adaptive maintenance of the centralised infrastructure	0.05	-	-	-	-	2,000,000	-	-	-	-	-	-	-	-	-	-	-	-
Backup Central Unit [BCU] operational and running costs	0.80	0.40	0.50	-	-	868,000	0.80	0.20	0.50	-	-	689,000	0.80	0.20	0.50	-	-	689,000
Support of Application Lifecycle Management (ALM) platform and related tools (Build pipeline, testing tools)	-	-	-	0.50	2.00	500,000	-	-	-	0.50	2.00	500,000	-	-	-	0.50	2.00	500,000
TOTAL	**22.25**	**6.23**	**2.00**	**5.00**	**19.00**	**65,872,000**	**11.88**	**5.30**	**2.00**	**6.00**	**14.00**	**16,729,000**	**9.50**	**4.80**	**2.00**	**6.00**	**10.00**	**17,829,000**

Corporate activities

Task/ Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Corporate IT	**1.70**	**5.10**	**-**	**-**	**19.00**	**-**	**1.70**	**5.40**	**2.00**	**-**	**17.00**	**-**	**2.10**	**5.50**	**2.00**	**-**	**17.00**	**-**
Administration and maintenance of corporate IT networks and communications	0.10	1.00	-	-	4.50	-	0.20	1.10	1.00	-	4.50	-	0.20	0.80	1.00	-	4.50	-
Administration and maintenance of corporate IT systems and storage	0.20	1.10	-	-	3.50	-	0.10	1.10	1.00	-	4.50	-	0.20	1.00	1.00	-	4.50	-

[65] These numbers reflect the status of posts in 2020, and include short-term CA posts to replace staff on long-term leave. The same applies to the other columns with the same titles for 2023 and 2024.

Task/Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Administration and maintenance of corporate IT applications	0.10	0.70	-	-	3.00	-	0.10	0.90	-	-	3.00	-	0.30	1.10	-	-	3.00	-
Provision of end-users with IT support (Service Desk)	-	1.30	-	-	4.00	-	-	1.40	-	-	4.00	-	-	1.40	-	-	4.00	-
Procurement of corporate ICT equipment, infrastructure and services	1.10	0.20	-	-	1.00	-	1.10	0.20	-	-	1.00	-	1.10	0.20	-	-	1.00	-
ITIL Implementation in corporate IT services	0.10	0.50	-	-	1.00	-	0.10	0.40	-	-	-	-	0.20	0.50	-	-	-	-
Corporate IT infrastructure and applications' migration to cloud	0.10	0.30	-	-	2.00	-	0.10	0.30	-	-	-	-	0.10	0.50	-	-	-	-
Other	**86.80**	**55.16**	**9.00**	**26.00**	**83.00**	**4,889,500**	**96.93**	**54.85**	**12.00**	**21.00**	**80.00**	**5,845,500**	**87.23**	**54.55**	**10.00**	**22.00**	**79.50**	**5,893,500**
Independent benchmarking evaluation of the operational management of the core business systems	pm	pm	pm	pm	pm	-	pm	pm	pm	pm	pm	-	pm	pm	pm	pm	pm	-
Corporate governance, planning and reporting	2.00	1.00	-	1.00	4.00	-	2.00	1.00	-	1.00	4.00	-	2.00	1.00	-	1.00	4.00	-
Timely administrative support for the Management Board	0.50	2.00	-	1.00	1.00	-	0.50	2.00	-	1.00	1.00	-	0.50	2.00	-	1.00	1.00	-
Timely administrative support for the Advisory Groups	1.40	1.00	-	1.00	4.00	1,600,000	1.40	1.00	-	1.00	4.00	1,600,000	1.40	1.00	-	1.00	4.00	1,600,000
Drafting reports on the technical functioning of the systems, and aggregating statistics	0.95	0.05	-	1.00	1.50	-	0.95	0.05	-	1.00	1.50	-	0.95	0.05	-	1.00	1.50	-
Execution of the procurement and acquisition plan	8.15	5.15	1.00	-	2.00	-	8.80	6.00	1.00	-	2.00	-	8.80	6.00	1.00	-	2.00	-
Implementation of the planned annual research and technology monitoring activities, in line with the adopted R&D roadmap	1.90	1.50	-	-	-	-	1.90	1.50	-	-	-	-	1.90	1.50	-	-	-	-

Task/ Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Integration of research findings into application life cycles	0.05	0.50	-	-	0.50	-	0.05	0.50	-	-	0.50	-	0.05	0.50	-	-	0.50	-
Implementation of the External Communication and Information Action Plan	2.60	-	-	1.00	2.00	-	2.60	-	-	1.00	2.00	-	2.60	-	-	1.00	2.00	-
Implementation of the eu-LISA Internal Communication Action Plan	0.40	1.00	-	1.00	2.00	-	0.40	1.00	-	1.00	2.00	-	0.40	1.00	-	1.00	2.00	-
Policy monitoring, coordination & development to represent eu-LISA at the EU Institutions, Agencies and other fora; stakeholder management in the JHA domain within the mandate of eu-LISA, and acting as a translator between technical and legal communities	2.10	2.00	-	-	2.00	-	2.10	2.00	-	-	2.00	-	2.10	2.00	-	-	2.00	-
Enterprise Search	-	-	-	-	-	-	0.30	-	-	-	-	-	0.80	-	-	-	-	-
Implementation of the Training plan for provision of training to the MS on the technical use of the IT systems managed by the Agency	2.10	2.00	-	3.00	5.00	1,486,000	2.10	2.00	-	3.00	5.00	2,532,000	2.10	2.00	-	3.00	5.00	2,580,000
Timely delivery of services related to budgetary, asset and financial management	9.70	4.00	-	-	2.00	-	9.70	4.00	-	-	2.00	-	9.70	4.00	-	-	2.00	-
Further consolidation of the Agency following change, growth and transformation with a focus on personnel administration, digitalisation of HR services and recruitment	7.00	6.00	1.00	4.00	4.00	-	6.00	5.00	1.00	4.00	4.00	-	6.00	5.00	-	4.00	4.00	-
Internal control, procedures, audits related to finances and procurement	2.50	-	-	2.00	-	-	3.00	-	-	-	-	-	3.00	-	-	-	-	-
Second extension of eu-LISA operational premises in Strasbourg	-	-	3.00	1.00	6.00	-	-	-	3.00	1.00	6.00	-	-	-	3.00	1.00	6.00	-
Logistics and office supplies	1.10	-	-	-	1.00	-	1.10	-	-	-	1.00	-	1.10	-	-	-	1.00	-

Task/Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Management and support of missions	1.00	1.00	-	-	1.00	-	1.00	1.00	-	-	1.00	-	1.00	1.00	-	-	1.00	-
Competency and capability development related to operations	2.00	1.00	-	-	1.00	850,000	2.00	1.00	-	-	1.00	850,000	2.00	1.00	-	-	1.00	850,000
Organisational development and cultural transformation	2.00	1.00	-	-	2.00	-	2.00	1.00	-	-	2.00	-	2.00	1.00	-	-	2.00	-
Stakeholder engagement and policy coordination	1.00	3.00	-	-	1.00	-	1.00	3.00	-	-	1.00	-	1.00	3.00	-	-	1.00	-
Management of information services	0.10	-	-	-	0.50	-	0.10	-	-	-	0.50	-	0.20	-	-	-	0.50	-
Facility operations and services	2.90	3.00	-	-	4.00	-	2.90	3.00	-	-	4.00	-	2.90	3.00	-	-	4.00	-
Implementation of a document management system for eu-LISA	0.40	0.10	-	-	1.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support to ED Office	1.00	-	-	1.00	2.00	-	1.00	-	-	1.00	2.00	-	1.00	-	-	1.00	2.00	-
Maintaining the Agency's accounts	0.95	-	-	1.00	1.00	-	0.95	-	-	1.00	1.00	-	0.95	-	-	1.00	1.00	-
Implementation of the annual internal audit plan	0.90	1.00	1.00	-	-	-	0.90	1.00	1.00	-	-	-	0.90	1.00	1.00	-	-	-
Operate and evolve PPM capability and related processes	1.00	3.50	2.00	-	6.50	858,000	1.00	4.00	2.00	-	6.50	858,000	1.00	4.00	2.00	-	6.50	858,000
Providing legal advice to eu-LISA	2.00	1.00	-	1.00	1.00	-	2.00	1.00	-	1.00	1.00	-	2.00	1.00	-	1.00	1.00	-
Corporate activities operational management	-	-	-	-	1.00	-	-	-	-	-	1.00	-	-	-	-	-	1.00	-
Official Appraisal based on CMMI model (continuation from 2020 and 2021)	0.10	0.56	-	-	0.50	90,000	-	-	-	-	-	-	-	-	-	-	-	-
Raising Data protection awareness	0.01	0.50	-	-	-	-	0.01	0.50	-	-	-	-	0.01	0.50	-	-	-	-

Task/Project	2022 Available staff[65] TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2023 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget	2024 Available staff TA	CA & SNE	Additional staff request TA	CA & SNE	External support	Budget
Monitoring Data protection compliance	0.07	0.25	-	-	-	-	0.25	0.25	1.00	-	-	-	0.25	0.25	1.00	-	-	-
Drafting the Annual Work Report 2021 and reporting the intermediate status on Data protection compliance to the Management Board (Data protection function: Inform)	0.05	0.20	-	-	-	-	0.05	0.20	-	-	-	-	0.05	0.20	-	-	-	-
Provide recommendations and advise responsible staff on the application of the Regulation 2018/1725 (Data protection function: Advise)	0.65	0.70	-	2.00	1.00	-	0.65	0.70	-	-	1.00	-	0.65	0.70	-	-	1.00	-
Operate, plan and develop the horizontal elements of security and continuity management	1.30	2.70	-	3.00	1.50	-	1.30	2.70	-	2.00	1.50	-	1.30	2.70	-	2.00	1.50	-
Operate, plan and develop the protective elements of security and continuity management	1.60	2.00	-	1.00	11.00	-	1.60	2.00	-	1.00	11.00	-	1.60	2.00	-	1.00	11.00	-
Operate, plan and develop the business continuity/disaster recovery/emergency response parts of security and continuity management	0.80	1.00	-	-	1.00	-	0.80	1.00	-	-	1.00	-	0.80	1.00	-	-	1.00	-
Delivering information on the security & assurance service for the corporate infrastructure	0.40	1.40	-	-	1.00	-	0.40	1.40	-	-	1.00	-	0.40	1.40	-	-	1.00	-
Documents and record management system data migration	0.10	0.10	-	-	2.50	-	0.20	0.10	-	-	-	-	-	-	-	-	-	-
Set up, execution and monitoring of the Agency's workflows	0.20	0.10	-	-	-	-	0.20	0.20	-	-	1.00	-	0.50	0.40	-	-	1.00	-
New eu-LISA Intranet	0.20	0.20	-	-	0.50	-	0.20	0.40	-	-	0.50	-	-	-	-	-	-	-
Operations department governance, planning and reporting	5.00		1.00	-	2.00	-	6.00	-	1.00	-	2.00	-	6.00	-	-	1.00	2.00	-

Task/ Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
Cooperation with the EDPS and DPOs of other EU institutions and bodies (Data protection function: Cooperate)	0.22	0.20	-	-	-	-	0.22	0.20	-	-	-	-	0.22	0.20	-	-	-	-
Mail Registry	0.10	-	-	-	-	-	0.10	-	-	-	-	-	-	-	-	-	-	-
Public documents registry implementation	0.10	-	-	-	-	-	0.10	-	-	-	-	-	-	-	-	-	-	-
Operational management of corporate services	1.00	-	-	-	1.00	-	1.00	-	-	-	1.00	-	1.00	-	-	-	1.00	-
Supporting the implementation of parts of the EU Framework Programme for Research and Innovation	1.00	-	-	-	-	-	1.00	-	-	-	-	-	1.00	-	-	-	-	-
Organising data protection activities (Data protection function: Organise)	-	0.15	-	-	-	-	-	0.15	-	-	-	-	-	0.15	-	-	-	-
Corporate horizontal tasks (MB meetings, MC meetings, etc. for managers, coordination meetings not allocated to other activities, participation in selection procedures)	16.00	4.00	-	-	-	-	15.00	4.00	-	-	-	-	15.00	4.00	-	-	-	-
Contribute as an observer to Schengen evaluations in the fields of SIS/SIRENE and Common Visa Policy (including VIS) and ensure better use of SIS and VIS by Member States	0.10	-	-	1.00	-	5,500	0.10	-	-	1.00	-	5,500	0.10	-	-	1.00	-	5,500
Environmental Services Management	-	-	-	-	1.00	-	-	-	1.00	-	1.00	-	-	-	1.00	-	1.00	-
Health & Safety coordination management	-	-	-	-	1.00	-	-	-	1.00	-	1.00	-	-	-	1.00	-	1.00	-
New eu-LISA Website	0.10	0.30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Task/Project	2022 Available staff[65]		Additional staff request		External support	Budget	2023 Available staff		Additional staff request		External support	Budget	2024 Available staff		Additional staff request		External support	Budget
	TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE			TA	CA & SNE	TA	CA & SNE		
TOTAL	88.50	60.26	9.00	26.00	102.00	4,889,500	88.33	60.25	14.00	21.00	97.00	5,845,500.00	89.33	60.05	12.00	22.00	96.50	5,893,500.00

Annex III. Financial resources (Tables) for 2022–2024

REVENUE

Revenues	2021 Revenues estimated by the agency	2022 Budget Forecast
EU contribution	263,942,995	296,508,265
Other revenue	3,763,102	p.m.
Total revenues	**267,706,097**	**296,508,265**

REVENUES	2020 Voted Budget	2021 Revenues estimated by the agency	2022 As requested by the agency	Budget Forecast	VAR 2022/2021	Envisaged 2023	Envisaged 2024
1 Revenue from fees and charges							
2. EU contribution	**233,384,343**	**263,942,995**	**296,508,265**		**112%**	**298,322,976**	**257,136,518**
amount of assigned revenues deriving from previous years' surpluses	920,267	1,657,575	3,610,513				
3 Third country contributions (incl. EFTA and candidate countries)	**4,009,151**	**3,763,102**					
amount from EFTA and Candidate Countries	4,009,151	3.763,102					
4 Other contributions	**20,235**	**-**	**-**				
amount from delegation agreement, ad hoc grants							
5 Administrative operations							
6 Revenue from services rendered against payment							
7 Correction of budgetary imbalances							
TOTAL	**237,413,729**	**267,706,097**	**296,508,265**	**-**	**112%**	**298,322,976**	**257,136,518**

EXPENDITURE

Expenditure	2021 Commitment appropriations	Payment appropriations	2022 Commitment appropriations	Payment appropriations
Title 1	35,777,178	35,777,178	45,802,219	45,802,219
Title 2	19,797,500	19,797,500	24,070,442	24,070,442
Title 3	160,939,102	212,131,419	249,767,737	226,635,604
Total expenditure	**216,513,780**	**267,706,097**	**319,640,398**	**296,508,265**

EXPENDITURE	Commitment appropriations Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022 / 2021	Envisaged in 2023	Envisaged 2024
			Agency request	Budget Forecast			
Title 1 Staff Expenditure	**27,322,963**	**35,777,178**	**45,802,219**		**128.02%**	**45,939,447**	**44,908,447**
Salaries & allowances	25,252,091	31,695,824	41,250,399		130.14%	40,936,001	39,865,001
- for establishment plan posts	19,755,251	22,720,824	26,794,000		117.93%	27,304,000	26,492,000
- for external personnel	5,496,840	8,975,000	14,456,399		161.07%	13,632,001	13,373,001
Expenditure on Staff recruitment	81,062	776,000	1,059,446		136.53%	1,059,446	1,059,446
Mission expenses	144,873	366,500	660,000		180.08%	700,000	740,000
Socio-medical infrastructure	1,167,798	2,005,854	2,232,374		111.29%	2,644,000	2,644,000
Training	677,139	933,000	600,000		64.31%	600,000	600,000
Title 2 Infrastructure and operating expenditure	**17,216,629**	**19,797,500**	**24,070,442**		**121.58%**	**24,448,579**	**32,878,579**
Rental of buildings and associated costs	2,221,664	2,400,000	3,920,000		163.33%	4,170,000	12,503,400
Information and communication technology	3,130,504	2,900,000	4,100,000		141.38%	3,400,000	3,350,000
Movable property and	507,456	72,000	289,000		401.39%	289,000	289,000

associated costs						
Current administrative expenditure	680,513	1,005,100	1,857,450	184.80%	1,708,300	1,750,850
Postage / Tele-communications	15,000	16,000	40,000	250.00%	41,000	42,000
Meeting expenses	9,294	220,400	709,000	321.69%	703,500	716,000
Information and Publications	724,151	1,524,979	548,000	35.93%	548,000	548,000
External Support Services	6,432,350	8,509,500	8,346,992	98.09%	9,162,779	9,064,329
Security	3,495,697	3,149,521	4,260,000	135.26%	4,426,000	4,615,000
Title 3 Operational expenditure	**141,039,779**	**160,939,102**	**249,767,737**	**155.19%**	**226,103,094**	**170,744,778**
Infrastructure	59,143,372	74,962,000	101,980,000	136.04%	89,689,000	47,506,000
Applications	74,497,304	73,130,102	136,741,806	186.98%	128,146,000	115,214,000
Operational support activities	7,399,103	12,847,000	11,045,931	85.98%	8,268,094	8,024,778
Support to MS and EC	0	-	-		0	-
TOTAL	**185,579,371**	**216,513,780**	**319,640,398** 0	**147.63%**	**296,491,120**	**248,531,804**

*Draft Title 1 Expenditure includes additional posts requested by the Agency for 2022

| EXPENDITURE | Payment appropriations | | | | VAR 2022 / 2021 | Envisaged in 2023 | Envisaged 2024 |
| | Executed Budget 2020 | Budget 2021 | Draft Budget 2022 | | | | |
			Agency request	Budget Forecast			
Title 1 Staff Expenditure	**26,781,877**	**35,777,178**	**45,802,219**		**128.02%**	**45,939,447**	**44,908,447**
Salaries & allowances	25,252,092	31,695,824	41,250,399		130.14%	40,936,001	39,865,001
- for establishment plan posts	19,755,251	22,720,824	26,794,000		117.93%	27,304,000	26,492,000
- for external personnel	5,496,840	8,975,000	14,456,399		161.07%	13,632,001	13,373,001
Expenditure on Staff recruitment	68,336	776,000	1,059,446		136.53%	1,059,446	1,059,446
Mission expenses	144,873	366,500	660,000		180.08%	700,000	740,000
Socio-medical infrastructure	1,086,114	2,005,854	2,232,374		111.29%	2,644,000	2,644,000
Training	230,462	933,000	600,000		64.31%	600,000	600,000
Title 2 Infrastructure and operating expenditure	**7,000,063**	**19,797,500**	**24,070,442**		**121.58%**	**24,448,579**	**32,878,579**
	1,200,015	2,400,000	3,920,000		163.33%	4,170,000	12,503,400
Information and communication technology	1,461,587	2,900,000	4,100,000		141.38%	3,400,000	3,350,000
Movable property and associated costs	42,449	72,000	289,000		401.39%	289,000	289,000
Current administrative expenditure	478,978	1,005,100	1,857,450		184.80%	1,708,300	1,750,850
Postage / Telecommunications	9,562	16,000	40,000		250.00%	41,000	42,000
Meeting expenses	9,294	220,400	709,000		321.69%	703,500	716,000
Information and Publications	406,795	1,524,979	548,000		35.93%	548,000	548,000
External Support Services	1,914,252	8,509,500	8,346,992		98.09%	9,162,779	9,064,329
Security	1,477,131	3,149,521	4,260,000		135.26%	4,426,000	4,615,000
Title 3 Operational expenditure	**190,588,444**	**212,131,419**	**226,635,604**		**106.84%**	**227,934,950**	**179,349,492**

Infrastructure	38,535,606	36,232,330	90,631,951		250.14%	94,758,584	72,020,895
Applications	146,070,157	170,107,764	127,389,643		74.89%	125,216,273	99,611,820
Operational support activities	5,982,681	5,791,325	8,614,010		148.74%	7,960,093	7,716,776
Support to MS and EC	0	-	-			0	-
TOTAL	**224,370,384**	**267,706,097**	**296,508,265**	**0**	**110.76%**	**298,322,976**	**257,136,518**

* Draft Title 1 Expenditure includes additional posts requested by the Agency for 2022

Budget outturn and cancellation of appropriations

The budget outturn for the financial year 2020 corresponds to the total subsidy of the Commission and other externally/internally assigned revenue, minus the total eligible expenditure incurred during the financial year (executed payments and appropriations carried over) adjusted with items originating from the previous financial year. The purpose of this calculation is to determine the amount of the balancing subsidy that is considered as Agency revenue out of the pre-financing balancing subsidy used for the year.

The subsidy revenue from the Commission on the face of the Statement of financial performance for 2020 solely consists of the balancing subsidy, that is the main source of the Agency's funding from the general budget of the European Union.

The planned carry-forward of a number of commitment appropriations was justified by:

- the multi-annual nature of the operations, procurement procedures, or projects;
- events beyond the Agency's control (e.g. invoices not received at year's end, or delays in the legislative adoption process).

In the case of non-differentiated appropriations (staff and running costs), this carry-forward was accompanied by a corresponding carry-over of payment appropriations. These operations were performed in compliance with the formal requirements set by the Agency's Financial Rules. The execution of carry-forwards and carry-overs was constantly monitored throughout the year, resulting in cancellations whenever the justification of expenditure was no longer valid.

The positive balance from 2019 in the amount of EUR 1 657 575 was reimbursed to the Commission during 2020. At the end of the 2020 financial year, the balance of the budget outturn amounted to EUR 3 610 513.

Budget outturn	**2018**	**2019**	**2020**
Revenue actually received (+)	97,283,350	140,358,311	237,413,729
Payments made (-)	-88,764,566	-127,852,191	-220,686,013
Carry-over of appropriations (-)	-12,738,803	-18,741,553	-23,461,063
Cancellation of appropriations carried over (+)	920,262	701,704	1,324,732
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	4,220,019	7,191,925	9,019,040
Exchange rate differences (+/-)	5	-621	89
Adjustment for negative balance from previous year (-)			
Total	**920,267**	**1,657,575**	**3,610,513**

Annex IV. Human resources - Quantitative

Staff population and its evolution. Overview of all categories of staff

A. Statutory staff and SNEs

Evolution of staff in the years 2020-2024 takes into account the authorised posts and a request for additional staff that consists of additional staff envisaged in the Commission proposals for the new systems (SIS II, EES, ETIAS, ECRIS, Interoperability, Eurodac and e-CODEX), change in allocating staff for VIS on the respective years, the agreement with Frontex on transferring 21 CA FG IV posts to eu-LISA for the provisioning of the services to carriers under ETIAS, and revised eu-LISA needs of additional staff going beyond the Commission proposals for 2022. Figures for the years 2023-2024 are indicative.

STAFF	Year N-1 2020			Year N 2021	Year N+1 2022	Year N+2 2023	Year N+3 2024
ESTABLISHMENT PLAN POSTS	**Authorised Budget**	**Actually filled as of 31/12/2020**	**Occupancy rate %**	**Authorised staff**	**Envisaged staff[66]**	**Envisaged staff[67]**	**Envisaged staff[68]**
Administrators (AD)	149	134	89.93%	160	162 or 179.5	163 or 180.5	153 or 170.5
Assistants (AST)	53	47	88.68%	53	53	53	53
Assistants/Secretaries (AST/SC)	0	0	n/a	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	**202**	**181**	**89.60%**	**213**	**213 or 223**	**216 or 226**	**209 or 219**
EXTERNAL STAFF	**FTE corresponding to the authorised budget**	**Executed FTE[69] as of 31/12/2020**	**Execution Rate %**	**Headcount as of 31/12/2020**	**FTE corresponding to the authorised budget**	**Envisaged FTE**	**Envisaged FTE**
Contract Agents (CA)	111	83	74.77%	83	167 or 179	166 or 178	162 or 174
Seconded National Experts (SNE)	11	10	90.91%	10	11 or 14	11 or 14	11 or 14
TOTAL EXTERNAL STAFF	**122**	**93**	**76.23%**	**93**	**178 or 193**	**177 or 192**	**173 or 188**
TOTAL STAFF	**324**	**274**	**84.57%**	**370[70]**	**391 or 416**	**393 or 418**	**382 or 407**

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[66] The first number indicates only posts envisaged in the respective Commission proposal while the second number includes a number of additional posts necessary for the Agency beyond the scope of the Commission proposal in the LFS (Legal and Financial Statement).
[67] Ibid.
[68] Ibid
[69] Please provide the total number of CA in place at 31/12/N-1 no matter what is the source of funding. Detail in the footnote the number of CA financed from the EU contribution and the number of CA financed from other sources.
[70]This figure reflects additional staff as requested for 2021 and includes additional 11 CA and 3 SNEs, subject to a confirmation of the 2021 budget.

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

The Agency did not have staff that was financed from grant, contribution or Service Level Agreement (SLA) in the past and, therefore, does not plan for such posts at present. Should the situation change in future, the planning will be adjusted accordingly.

HUMAN RESOURCES	Year N (2021) Envisaged FTE	Year N+1 (2022) Envisaged FTE	Year N+2 (2023) Envisaged FTE	Year N+3 (2024) Envisaged FTE
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNEs)	0	0	0	0
TOTAL	**0**	**0**	**0**	**0**

C.   Other Human Resources

Structural service providers[71] The Agency continued in 2020 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 that was not available in 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 on the basis of individual specific contracts. 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 next years. The table below presents the external support services used in 2020.

EXTERNAL SUPPORT SERVICES	Framework Contract	Framework Contract duration	Contract Type	Contract Profile Categories	Actually in place as of 31/12/N-1 2020
	FwC LISA/2019/OP/02 (LOT1 – IT Support in SXB/BRX, LOT3 – Administrative Support in SXB/BRX, LOT4 – Administrative Support in TLL) & FwC LISA/2019/NP/19 (IT Support in TLL)	4 years (2019-2023)	TM (Time and Means – 105 contracts)	Administrative Support	**38** (1 in BRX, 11 in SXB, 26 in TLL)
				IT Support	**67** (55 in SXB, 12 in TLL)
			QTM (Quoted Time and Means – 6 contracts)	IT Support	Not applicable
			FP (Fixed Price – 1 contract)		Not applicable

Interim workers. Interim workers at eu-LISA are employed either under a Framework Contract for the Structural service providers for a limited duration or as a contract staff (CA) with a fixed or limited short-term duration to replace staff on a long-term absence. In 2020, there were two such replacements. In order not to duplicate the statistical data in the tables presenting the contract staff and the table on structural service providers, the number in the table below is, therefore, set at zero.

	Total FTEs in year N-1 (2020)
Number	0

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[71] Service providers are contracted by a private company, under the provisions of the relevant FwC in place, and carry out specialised outsourced tasks of a horizontal/support nature.

Multiannual staff policy plan for the 2022–2024 period

Function group and grade	2020 Authorised budget		Actually filled as of 31/12		2021 Authorised budget		2022 Envisaged		2023 Envisaged		2024 Envisaged	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16	0	0	0	0	0	0
AD 15	1	1	1	1	1	1
AD 14	1	1	1	1	1	1
AD 13	3	2	3	3	3	3
AD 12	4	3	4	4	4	4
AD 11	5	2	7	9	9	9
AD 10	8	11	10	11	11	11
AD 9	16	13	16	19	19	19
AD 8	17	18	26	31	31	31
AD 7	32	32	23	20	23	26
AD 6	15	11	26	36	36	36
AD 5	47	40	43	35	35	25
AD TOTAL	**149**	**134**	**160**	**170**[72]	**173**[73]	**166**[74]
AST 11	0	0	0	0	0	0
AST 10	0	0	0	0	0	0
AST 9	1	1	1	1	1	1
AST 8	2	2	3	3	3	3
AST 7	4	4	4	4	4	4
AST 6	9	9	12	12	12	12
AST 5	12	11	12	12	12	12
AST 4	12	9	10	10	10	10
AST 3	13	11	11	11	11	11
AST 2		0	0	0	0	0
AST 1		0	0	0	0	0
AST TOTAL	53	47	53	53	53	53
AST/SC 6	0	0	0	0	0	0

[72] This number includes 2 additional AD5 posts for VIS, 5 additional AD 5 and 5 AD7 posts as described in Annex XIII. All other changes of numbers are for the planned reclassifications.
[73] This number includes a cut of 1 AD 5 post due to the closure of a short-term Interoperability post and an additional 2 AD 5 posts for e-CODEX.
[74] This number includes a cut of 7 AD 5 posts due to the closure of short-term posts for Interoperability.

AST/SC 5	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0
AST/SC TOTAL	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL	**202**	**181**	**213**	**223**	**226**	**226**
GRAND TOTAL	**202**	**181**	**213**	**223**	**226**	**226**

The Agency's establishment plan contains an overview of the TA posts and should be read with reference to the following modifying circumstances:

- There is a slight increase in the staff number in 2022 in comparison to 2021 due to the development of VIS and e-CODEX in accordance with the Commission proposals and subject to the adoption of the respective Regulations, and as a result of the additional staff as described in sections 2.2.2 and 2.2.3 of this SPD, and listed in Annex XIII (subject to approval by the budgetary authority).
- There is a decrease in the number of posts in accordance with the Commission proposals concerning progress in relation to Interoperability and VIS.
- There is a change in the numbers between grades in each function group due to anticipated grade reclassifications (promotions). These numbers have been calculated in line with Annex I B of the Staff Regulations.

External personnel. The estimation of resources for CA posts and SNEs presented in the tables below includes two scenarios for 2021:

- with the additional staff as envisaged in the LFS;
- with the additional necessary staff as shown in Annex XIII.

Contract Agents. The number of CAs is going to increase in 2022. A decrease as of 2023 is due to the closure of short-term-posts, which were necessary for the specific phase of the Interoperability and VIS. However, a delay in adopting the VIS Regulation may affect the staff planning in the corresponding years (in rolling out the plan or in an accumulation of resources).

CONTRACT AGENTS	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget			
				2021	2022	2023	2024
Function Group IV	73	43	56	85	118[75]	118	116[76]
Function Group III	36	21	27	47	60[77]	59	57
Function Group II	2	0	0	2	1	1	1
Function Group I	0	0	0	0	0	0	0
TOTAL	**111**	**64**	**83**	**134**	**179**	**178**	**174**

Seconded National Experts

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[75] This number includes 5 CA posts for VIS, 2 CA posts for e-CODEX as from September 2022, 10 posts beyond the Commission proposals, and 21 posts under an agreement with Frontex.
[76] Increase of 3 CA posts for e-CODEX and decrease due to closure of posts in accordance with the Commission proposals on Interoperability and VIS.
[77] This number includes 2 posts requested by eu-LISA beyond the Commission proposals and upgrading of one FG II post to FG III function group.

SECONDED NATIONAL EXPERTS	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget			
				2021	2022	2023	2024
TOTAL	**11**	**10**	**10**	**11**	**14**	**14**	**14**

Recruitment forecasts 2022 following retirement/mobility or approval of requests for new posts

JOB TITLE IN THE AGENCY	Type of contract (Official, TA or CA)		TA/Official Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication*		CA Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Executive Director	yes		AD14	AD14	AD
Information Technology Assistant - Service and Process Management		Interoperability	N/A	CA FG III	FGIII
Information Technology Officer - Infrastructure Services		VIS	AD5	AD5	AD
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - First Level Support		Interoperability	N/A	CA FG III	FGIII
Information Technology Assistant - Operational Service Tools		Interoperability	N/A	CA FG III	FGIII
TBD		VIS	N/A	FGIV	FGIV
TBD		VIS	N/A	FGIV	FGIV
TBD		VIS	N/A	FGIV	FGIV
TBD		VIS	AD5	AD 5	AD
Senior Communication Officer, Head of Sector	yes		AD7-AD9	AD7	AD
Head of Corporate Governance Department		revised eu-LISA Regulation	AD12-AD14	AD12	AD
2 CA FG III profiles as listed in Annex XIII - subject to approval by the budgetary authority		eu-LISA request for additional staff beyond the Commission proposals (LFS)	N/A	CA	FGIII
10 CA FG IV profiles as listed in Annex XIII - subject to approval by the budgetary authority		eu-LISA request for additional staff beyond	N/A	CA	FGIV

	the Commission proposals (LFS)			
5 TA AD5 profiles as listed in Annex XIII - subject to approval by the budgetary authority	eu-LISA request for additional staff beyond the Commission proposals (LFS)	AD5	AD5	AD
5 TA AD7 profiles as listed in Annex XIII - subject to approval by the budgetary authority	eu-LISA request for additional staff beyond the Commission proposals (LFS)	AD7	AD5-AD7	AD
3 SNE profiles as listed in Annex XIII - subject to approval by the budgetary authority	eu-LISA request for additional staff beyond the Commission proposals (LFS)	N/A	SNE	SNE
Information Technology Officer	SIS Police recast	N/A	CA	FGIV
Information Technology Officer	SIS Police recast	N/A	CA	FGIV
Information Technology Officer	e-CODEX	N/A	CA	FGIV
Information Technology Officer	e-CODEX	N/A	CA	FGIV
Information Technology Officer	e-CODEX	N/A	CA	FGIV
Information Technology Officer	e-CODEX	AD5	AD5-AD7	AD
Information Technology Officer	e-CODEX	AD5	AD5-AD7	AD
services to carriers for ETIAS	Services to carriers for ETIAS	N/A	CA	FG IV

* Number of inter-agency mobility Year N from and to the Agency: not included as such changes are not planned in advance.

Annex V.   Human resources

A. Recruitment Policy

The Agency's recruitment policy is regulated by the Conditions of Employment of Other Servants of the European Union (CEOS) and the implementing rules to the Staff Regulations of Officials of the European Union (EUSR) concerning the engagement and use of Temporary Agents, Contract Agents and Seconded National Experts (SNEs). It sets out the regulations on selection procedures, entry grades of different categories, type and duration of employment, and job profiles.

Implementing rules in place:

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

The recruitment procedures are conducted by a Selection Committee composed of a representative of the hiring unit, the Human Resources Unit, and the Staff Committee. With their valuable support, the Agency was able to start the recruitment[78] for 81 posts, and it concluded 12 new contracts by the end of 2020. Selection procedures were conducted for ETIAS, ECRIS, for the revised eu-LISA Regulation and the Interoperability as well as for the replacement of the staff leaving eu-LISA during the course of the year.

In 2020, the Agency received 2497 applications for 19 closed[79] recruitment procedures. Several procedures that started in 2020 are still open, and are planned to be concluded in the second quarter of 2021. The average number of applications per procedure was 131. Compared to 2019, there has been a 35% increase in the number of applications. The lowest number of applicants was 39 applications for the post of Information Technology Officer in the area of Architecture (AD5). The maximum number of applicants was 297 applications for the post of Administrative Assistant/Technical Assistant. The efforts made to publish vacancies also outside the eu-LISA website (e.g. on the EPSO website, Eurobrussels, LinkedIn, etc.) has resulted in a quantitative and qualitative rise in applications. The Agency is planning to continue on that path, especially for specialised profiles.

Whenever possible, similar posts were grouped into one recruitment procedure in order to maximise resources and produce longer reserve lists. Moreover, the Agency used previously established reserve lists, when possible (e.g. for the same grade/function group and similarities in profile). Hence, in addition to the aforementioned selection procedures, a number of additional staff was recruited from previously established and valid reserve lists to allow efficient and effective use of available sourcing methods. In 2020, 27 agents (11 TAs and 16 CAs) were recruited (this includes accepted job offers until 31/12/2020) from existing reserve lists established in previous years. These broader approaches brought some efficiency to the scheduling work. However, it did not decrease remarkably the effort or time required to conduct the selections or to organise follow-up interviews for candidates on reserve lists.

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[78] Staff who had entered the eu-LISA service by 31.12.2020.
[79] Selection procedures for which a reserve list was established by 31.12.2020.

Comparative data on recruitment progress for the number of authorised posts are presented in the table below.

Overview of recruitment target and progress until 31.12.2020

TA posts in 2020 Establishment plan	TA posts filled	TA posts filled + job offers accepted	Authorised in 2020 (TA, CA, SNE)	Total of posts filled in	Posts filled + job offer accepted
202*	181	188	324	273	293
	89.6%	93.1%		84.3%	90.4%
200	181	188	322	273	293
	90.5%	94.0%		84.8%	91.0%

* 2 posts are in the establishment plan for Eurodac recast, while the legal base is not adopted it is not possible to recruit.

The Agency has made considerable effort to fill the authorised posts in 2020. However, the year started with a significant backlog from 2019 caused by the lack of resources in the recruitment team, at the time composed of only 2 recruitment agents until the third quarter of 2019. The first and second quarters of 2020 were hit by the COVID-19 pandemic, which put the Agency and its staff into the unprecedented situation of a lockdown and prevented candidates from travelling. The quarantine situation and restrictions on movement (e.g. closure of national borders) and physical interaction at workspaces created an unusual situation on the job market and limited the delivery of essential services that form part of the recruitment process at eu-LISA (e.g. the closure of the Commission's pre-employment medical service). Due to these travel limitations during COVID-19 pandemic, selected candidates joined the Agency with considerable delays and in lower numbers than planned. The Agency experienced difficulties in the recruitment of Temporary Agents for a limited duration (for contracts of under 5 years, in accordance with the posts available for the Agency in LFS-s). The offers for such posts were often not accepted. There were 23 different job offer refusals mainly because the candidates were not interested in a short-term contract, or the location of the post.

Another consequence of the pandemic was that the way the recruitment process was performed had to be adapted. There was a major shift in the process as it had to move from the traditional face-to-face recruitment process, to organising it fully on a remote basis, with online interviews and testing through Skype for business, CISCO Conferencing system or other tools supported by the Agency. This digital transformation of the well-established paper-based procedures increased the workload due to the need to develop alternative special arrangements, and to search and acquire IT applications (such as Cammio for on-demand interviews or online proctored tests) that would fully support us not only in this new reality, but also in the future.

In order to achieve the recruitment targets for 2021 and 2022, in particular during the COVID restrictions, the Agency has planned different measures. One of the measures is to maximise the use of reserve lists by using existing reserve lists to fill similar posts in the Agency. It is also planned to increase the number of staff in the recruitment team with additional short-term posts for the next 2 years, which will be financed from budget savings. The Agency is in the process of acquiring and implementing Cammio, a recruitment tool that allows asynchronous interviews. This will speed up the recruitment process by eliminating the need to have the Selection Committee members available for interviews at the same time. Due to COVID travel restrictions, candidates have difficulties travelling to the medical centres in Luxembourg or Brussels. In order to provide the candidates with an alternative test centre, the Agency is making progress in the procurement of a medical service in Strasbourg and the results will be visible in a few months as the procedure will be launched in Q1 or Q2 of 2021.

Demographics of the applicants. The demographics of the applicants show that in line with the tech industry, the gender distribution of eu-LISA applicants is **39% female** against **61% male**. There is no statistical difference in relation to the candidates placed on reserve lists. The percentage is modified slightly to **40% female and 60% male** for candidates hired, meaning that women hired from the established reserve lists contribute to the improvement of the overall balance.

Regarding the geographical distribution by applications, the highest number of applications received by nationality are from Greece 14.7%, Italy 13.3% and Romania 12.0%. The lowest number of applications received by nationality are from Luxembourg 0%, Denmark 0.2% and Sweden 0.4%.

The recruitment policy for the types of staff at eu-LISA can be summarised as follows:

A. Officials. eu-LISA has no permanent posts in its Establishment Plan.

B. Temporary Agents (TA)

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 to the operations of eu-LISA, such as operational, managerial and administrative tasks, and the operational tasks of the Agency's mandate that cannot be outsourced.

In 2020, eu-LISA recruited staff by launching internal and external selection procedures or used the reserve lists for selection procedures organised by the Agency in previous years. Inter-agency recruitment calls have not been published to date.

Recruitment is done at the grade advertised in the vacancy notice, which is determined in accordance with the Staff Regulations and the CEOS, the respective implementing rules and the corresponding job description.

The entry grades for long-term TAs in 2020 were as follows: AST 3; AD 5 to AD 8; AD 9 to AD 10 (in cases of internal mobility), for head of unit posts, and AD 13 for the post of Deputy Executive Director.

Recruitment procedure. The key phases of the selection procedures for the recruitment of TAs and CAs are similar and can be summarised as follows:

- Publication of the vacancy notice (defining eligibility and selection criteria, indicating type and duration of the contract and recruitment grade).
- Pre-selection of potential candidates based on their applications, and evaluations of their eligibility and compliance with the selection criteria.
- Preliminary interview of the best-qualified eligible candidates. Short interview in order to confirm competencies, experience and language skills.
- The candidates with the highest scores from the preliminary interview 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 organised as part of the selection process.
- The Selection Committee proposes a list of successful candidates to the Executive Director[80], who decides on the appointment of a candidate and the establishment of a reserve list.
- The result of the selection process is communicated to all the candidates.

The intermediary step of written test and second interview was introduced mid-year in order to achieve better quality in selections, by increasing efficiency and reducing time spent. This allows the Selection Committee to test and interview for about an hour candidates who really match the competencies, experience and language skills required for the post. The benefit was the improved quality of candidates who were placed on the reserve lists.

Duration of contracts. The internal eu-LISA Guidelines on contract renewal[81] foresee that TAs (2f) are first offered a 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 eu-LISA Management Board authorised[82] the Executive Director to grant indefinite contracts to temporary staff after the first contractual term in line with the applicable legal provisions (Article 8 CEOS and Article 16 of the Management Board decision No 2015-166 of 18 November 2015). Contract renewals are subject to a thorough examination of the performance of the staff member, and depend on eu-LISA's planning priorities and applicable budgetary provisions in accordance with the internal guidelines on contract renewal. In 2020, three (3) TA contracts were renewed for an indefinite term.

A challenge that the Agency faced in 2019, and which continued in 2020, was to fill short-term TA posts. There are difficulties in attracting specialists or successful candidates tend to refuse job offers for a period shorter than stipulated in published calls. Some posts in the legislative proposals (e.g., Interoperability or VIS) were planned as 50% of a full-time post, thus posing issues for recruitment and contract drafting. Moreover, carrying out separate selection procedures for such types of posts is both inefficient and costly.

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[80] For the posts where the appointment to a post is made by the eu-LISA Management Board in accordance with the requirements set in the Establishing Regulation, a decision is taken by the Management Board.
[81] Decision of the Executive Director No 43/2016 of 31 May 2016.
[82] Decision No 2016-123 of 16 November 2016 (reference document 2016-140).

C. Contract agents (CA)

Contract agents should be employed to work on specific, time-limited projects, to fill gaps during long-term absences, and to cover peaks in workloads for limited periods. Pursuant to the recently adopted legal and financial provisions on the new systems, several new CA posts are considered as long-term roles as they involve performing ongoing technical and/or operational tasks.

For CA selection procedures, eu-LISA launches external selection procedures, and uses the reserve lists provided by the European Personnel Selection Office CAST or the reserve lists drawn up by the Agency.

CAs are offered time-limited contracts with 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 CEOS, or contracts of a duration of two years, which may be renewed once and used for the short term projects. A one-year long contract without the possibility of renewal may be offered to replace a staff member on long leave. However, this has proven an ineffective solution resulting in refusals of job offers from candidates who have successfully passed the selection process.

Any further renewal of a CA contract, after the first renewal, is for an indefinite period. Renewals of CA contracts depend on eu-LISA's lanning priorities and applicable budgetary provisions and are subject to a thorough examination of the performance of the staff member. The increasing number of CAs at the Agency, in comparison to the total number of staff and duration of their contracts, show a trend that may require analysis if some of those posts should not be considered long-term or need to be transformed into TA contracts. As from 2021, the Agency will have to prepare itself to grant a number of employment contracts for an indefinite duration. In 2020, one CA contract was renewed for another definite period.

As from 2021, following the adoption of the new implementing rules on contract staff engaged under Article 3(a) CEOS, the Agency will have to adapt its recruitment practice to identify candidates who may be offered an indefinite contract based on having passed a selection procedure at eu-LISA, or through inter-agency mobility, or on candidates who are exempt from passing a written test.

D. Seconded National Experts

SNEs are seconded to eu-LISA by the EU Member States for the purposes of covering specialised tasks to ensure that the Agency's operations remain in alignment with the needs of the Member States as end users. However, it is important to bear in mind that SNEs are not employed by the Agency. The duration of their secondment is set in accordance with the agreement reached with their original national administrations.

In this regard, eu-LISA has adopted the necessary implementing measures[83] on Seconded National Experts, which describe the selection procedures, duration of secondment, working conditions, allowances and expenses.

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[83] Notification of the MB decision, document No. 2012-025 of 28 June 2012.

B. Appraisal of performance and reclassification/promotions

Implementing rules in place:

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

Reclassification of temporary staff/promotion of officials[84]

The 2020 reclassification was concluded in December 2020. Out of 76 eligible staff members, 33 were reclassified. This is equal to 43% of eligible staff being reclassified. The average time in grade of the reclassified staff has been 2.65 years. Which, although this is below the average prescribed by Annex IB, it is an improvement over the previous 5-year rolling period (2.56 years in 2019). The Agency has made a commitment to apply the average time in grade more strictly in the coming year in order to bring the Agency in line with the values prescribed in the respective implementing rules to the Staff Regulations. The current trend of average time in grade over a 5-year rolling period has improved in the following grades in 2020: AD10, AD7, AD8, AST3, AST5, FGIII9, and it has only marginally deteriorated in grades AD5 and FGIV14.

Average seniority in the grade among reclassified staff

Grades	2017	2018	2019	2020	2021[85]	Actual average over 5 years[86]	Average over 5 years (According to decision C(2015)9563)
AD05	2.4	4.2	3.3	2		2.98	2.8
AD06	2	2.4	2			2.1	2.8
AD07	2.6		2.6	2.22		1.85	2.8
AD08	2.1	2	2.3	3.67		2.5	3
AD09	2.3	3.5	2	2.27		2.5	4
AD10	2.5		2	3		1.87	4
AD11	2.1	2				2.05	4
AD12						n/a	6.7
AD13			2			2	6.7
AST1						n/a	3
AST2	3					3	3
AST3	2.7	5.3	5.5			4.5	3
AST4	2	2.3	2.6	2		2.23	3
AST5	2.6	2.6	4.1	3.15		3.1	4
AST6		2.3	2			2.15	4
AST7			2			2	4
AST8			2			2	4
AST9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
AST10 (Senior assistant)	n/a	n/a	n/a	n/a	n/a	n/a	5
AST/SC1	n/a	n/a	n/a	n/a	n/a	n/a	4
AST/SC2	n/a	n/a	n/a	n/a	n/a	n/a	5
AST/SC3	n/a	n/a	n/a	n/a	n/a	n/a	5.9
AST/SC4	n/a	n/a	n/a	n/a	n/a	n/a	6.7
AST/SC5	n/a	n/a	n/a	n/a	n/a	n/a	8.3

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[84] This table will be updated after closure of the 2020 and 2021 reclassification exercises respectively and progressively.
[85] Data for 2021 will be available in January 2022.
[86] Data for 2021 will be available in January 2022. Therefore, the average has been calculated for the years with available data.

Reclassification of contract staff

Function Group	Grade	Active Staff 1.1.2019	How many staff members were reclassified in 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	0			Between 6 and 10 years
	16	3			Between 5 and 7 years
	15	0			Between 4 and 6 years
	14	18	1	2	Between 3 and 5 years
	13	4			Between 3 and 5 years
CA III	11	0			Between 6 and 10 years
	10	2			Between 5 and 7 years
	9	3	2	2.56	Between 4 and 6 years
	8	1			Between 3 and 5 years
CA II	6	0			Between 6 and 10 years
	5	0			Between 5 and 7 years
	4	0			Between 3 and 5 years
CA I	2	00			Between 6 and 10 years
	1	0			Between 3 and 5 years

C. Gender balance

Maintaining a gender balance at the Agency has been a challenge since its establishment, as is characteristic in the IT sector as a whole.

In the last two years, a positive trend can be observed in comparison with the data from previous years. In 2019, the percentage of female staff increased by 7% (from 22% to 29%) in comparison to 2018. Additionally, in 2020, the percentage of female staff increased by another 1.3% (from 29% to 30.3%) in comparison to 2019.

Data on 31/12/2020		Official Staff	%	TA Staff	%	CA Staff	%	Grand Total Staff	%
Female	Administrator level	n/a	n/a	31	17.1%	19	22.9%	50	18.9%
	Assistant level (AST & AST/SC)	n/a	n/a	16	8.8%	14	16.9%	30	11.4%
	Total	n/a	n/a	47	26.0%	33	39.8%	80	30.3%
Male	Administrator level	n/a	n/a	103	56.9%	37	44.6%	140	53.0%
	Assistant level (AST & AST/SC)	n/a	n/a	31	17.1%	13	15.7%	44	16.7%
	Total	n/a	n/a	134	74.0%	50	60.2%	184	69.7%
Grand Total		**n/a**	**n/a**	**181**	**68.6%**	**83**	**31.4%**	**264**	**100.0%**

Data on gender evolution over five years at middle and senior management levels[87]

	2016 Number	%	2020 Number	%
Female Managers	2	25	3	21
Male Managers	6	75	11	79

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[87] Staff who are defined as middle managers by the applicable General Implementing provisions on middle management

The Agency is deeply committed to ensuring equal opportunities for all applicants during all phases of the recruitment process, from the composition of the panels to the number of candidates interviewed while selecting for each post the best available candidates based on their merits and requirements of the service.

In order to address the issue of gender balance both at managerial and expert levels, the Agency will launch in 2021 an initiative called the 'Women in Leadership Lab' (WILL) aimed at attracting more female applicants to eu-LISA posts and this will provide internal talent with the opportunity to benefit from individual coaching sessions. The initiative has a three-pronged approach:

1) Make eu-LISA an attractive workplace for professionals of all genders.

2) Inspire and motivate the Agency staff.

3) Mentor and lead over-performing female colleagues in their career development.

D. Geographical balance

A wide geographical representation of the staff enhances cultural diversity and enriches mutual exchange. In 2020, the staff of eu-LISA was represented by 22 nationalities of the EU, compared to 21 nationalities in 2019.

Having its main locations in Tallinn and Strasbourg, eu-LISA does not regard the higher representation of Estonian and French staff, making up 30% of the number of employees in the respective locations, constitutes a major distortion of the geographical balance. Data on staff nationalities (as at 31.12.2020, split per Administrator/CA FG IV and Assistant /CA FG I, II, III) are presented in the table below.

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria (AT)	0	0.0%	1	0.4%	1	0.4%
Belgium (BE)	5	1.9%	4	1.5%	9	3.4%
Bulgaria (BG)	7	2.7%	2	0.8%	9	3.4%
Croatia (HR)	2	0.8%	0	0.0%	2	0.8%
Cyprus (CY)	0	0.0%	0	0.0%	0	0.0%
Czech Republic (CZ)	1	0.4%	0	0.0%	1	0.4%
Denmark (DK)	0	0.0%	0	0.0%	0	0.0%
Estonia (EE)	7	2.7%	16	6.1%	23	8.7%
Finland (FI)	1	0.4%	0	0.0%	1	0.4%
France (FR)	44	16.7%	11	4.2%	55	20.8%
Germany (DE)	8	3.0%	3	1.1%	11	4.2%
Greece (EL)	28	10.6%	8	3.0%	36	13.6%
Hungary (HU)	5	1.9%	2	0.8%	7	2.7%
Ireland (IE)	2	0.8%	1	0.4%	3	1.1%
Italy (IT)	20	7.6%	3	1.1%	23	8.7%
Latvia (LV)	3	1.1%	3	1.1%	6	2.3%
Lithuania (LT)	4	1.5%	3	1.1%	7	2.7%
Luxembourg (LU)	0	0.0%	0	0.0%	0	0.0%
Malta (MT)	0	0.0%	0	0.0%	0	0.0%
Netherlands (NL)	3	1.1%	1	0.4%	4	1.5%
Poland (PL)	9	3.4%	4	1.5%	13	4.9%
Portugal (PT)	3	1.1%	2	0.8%	5	1.9%
Romania (RO)	25	9.5%	7	2.7%	32	12.1%
Slovakia (SK)	2	0.8%	0	0.0%	2	0.8%

Slovenia (SI)	1	0.4%	0	0.0%		1	0.4%
Spain (ES)	10	3.8%	2	0.8%		12	4.5%
Sweden (SE)	0	0.0%	0	0.0%		0	0.0%
United Kingdom (UK)	0	0.0%	1	0.4%		1	0.4%
TOTAL	**190**	**72%**	**74**	**28%**		**264**	**100%**

Evolution over 5 years of the most represented nationality in the Agency

At eu-LISA, the largest represented nationality is French. This is because part of the staff working for the French national authorities on the original IT projects was transferred to the Agency when it was set up. They joined eu-LISA following the competitions organised for highly specialised posts. Over time and with the growth of the Agency and corresponding increase in staff in the last two years, the percentage of French staff members is slowly decreasing as presented in the table below.

Most represented nationality	2016		2020	
	Number	%	Number	%
France (FR)	35	24.3%	50	22.7

E. Schooling

In accordance with the Establishing Regulation, the EU Member States hosting eu-LISA shall provide the necessary conditions to ensure the proper functioning of the Agency, including among other things, multilingual, European-oriented schooling and appropriate transport connections.

Twenty-four (24) children of eu-LISA staff attend the European School in Tallinn and seventy-three (73) children of eu-LISA staff members attended the European School in Strasbourg in 2020. With the growth of the Agency in terms of the number of staff, the budget for the contribution towards the European Schools is increasing. For the school year 2019/2020, the Agency paid over EUR 660 000 and for the school year 2020/2021 over EUR 790 000. For the school year 2021/2022, it is estimated that EUR 1 400 000 might be necessary to cover schooling costs. In the next years, the contribution should only slightly increase and then stabilise, if the Agency remains the same size.

The table below presents the educational options available to eu-LISA staff.

Agreement in place with the European School(s) of Tallinn and Strasbourg		
Contribution agreements signed with the EC on type I European schools	Yes	No
Contribution agreements signed with the EC on type II European schools	Yes	No
Number of service contracts in place with international schools:	No agreements signed	

Description of any other solutions or actions in place:

In both locations, there are also other possibilities to obtain education based on an international curriculum or on a well-recognised national curriculum in the international sections of the city's secondary schools and international colleges.

In order to assist staff whose children are aged under 4 years and who are not admitted by the European Schools, eu-LISA introduced in 2014 a Nursery allowance for the reimbursement of the costs of care for small children at kindergartens or nurseries, which have signed service contracts with eu-LISA. This initiative will be continued, as it has had a positive impact on candidates accepting job offers, especially in Tallinn, where this type of assistance for working parents is relatively rare. 21 staff members were availing of nursery services for children by the end of 2020.

Annex VI.   Environmental management

The impact of environmental matters on organisational performance is increasing and will continue to do so. The Agency is committed to improving its environmental performance and is working towards registration under the EU's Eco-Management and Audit Scheme (EMAS)[88] to be achieved by 2024 at the latest. In addition, from 2022, eu-LISA will implement its own environmental management system (EMS) based on the principles of the EMAS and the Commission's European Green Deal Action Plan[89].

In devising its environmental management system, the Agency needs to focus not only on what happens, but must also analyse why it happens. Over time, the systematic identification and correction of detected shortcomings will lead to better environmental (and overall organisational) performance.

In 2020, eu-LISA introduced a new key performance indicator (KPI) to measure its environmental performance (see Figure X for more details) [90]. Environmental KPIs are quantifiable metrics that reflect the environmental performance of an organisation in the context of achieving its wider goals and objectives. The purpose of this metric is to demonstrate eu-LISA's progress in reducing greenhouse CO_2 emissions to achieve energy savings and to comply with the EU 2030 target for the use of renewable energy sources and for reducing greenhouse gas emissions. The data collected in 2020 will become the baseline reference for eu-LISA's environmental KPI. The data sources are energy meters (electricity and heating) combined with consumption invoices; water meters, combined with consumption invoices; invoices for paper consumption; and the weight of solid waste.

In the coming years, the Agency aims to reduce its carbon footprint and waste production, while also cutting down on excess energy, water, and paper consumption. To that end, eu-LISA will focus on raising employee awareness through systematic internal communication and, whenever possible, cooperation with local authorities. In addition, the Agency will promote the use of renewable energy[91], while increasing the energy efficiency of its buildings, in compliance with applicable Union law. Furthermore, the construction of the second extension to its technical site in Strasbourg will be carried out in compliance with applicable environmental and energy efficiency standards[92].

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[88] EU Eco-Management and Audit Scheme (EMAS) https://ec.europa.eu/environment/emas/index_en.htm
[89] European Commission - Priorities 2019-2024 - European Green Deal https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
[90] KPI No 15: Environmental indicator – Management Board document 2020-062
[91] Directive (EU) 2018/2001 of the European Parliament and of the Council of 11 December 2018 on the promotion of the use of energy from renewable sources.
[92] Directive (EU) 2018/844 of the European Parliament and of the Council of 30 May 2018 amending Directive 2010/31/EU on the energy performance of buildings and Directive 2012/27/EU on energy efficiency, as incorporated in national law: 2020 Best Practice Guidelines for the EU Code of Conduct on Data Centre Energy Efficiency - ver 11.1.0; upcoming French regulation RE2020 to replace RT2012; upcoming local regulation in Strasbourg/Eurometropole in the frame of the ACE Strategy (Air – Climate – Energy).

KPI Number:	15
Name of Metric:	Environmental indicator
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.
Strategic Objective:	4.4. Develop and maintain a positive image towards its internal and external stakeholders
Short description:	This indicator assess eu-LISA's environmental performance
Basis for calculation:	Data source: • Energy meters (electricity and heating) combined with consumption invoices; • Water meters, combined with consumption invoices; • Invoices for paper consumption; • Weighting of solid waste. Level of analysis: • Greenhouse gas emission (ton of CO_2) due to energy consumption; • Overall waste emission i.e. from recyclable materials and household (kg). Exact population: Emissions are referred to the production of sewage waste and greenhouse gases The Agency's greenhouse gas emission (CO_2) is calculated from: • Electricity consumption; • Heating consumption. The Agency's overall waste emission is calculated from: • Solid waste (household waste, recyclable waste); • Sewage waste (drinking water, toilets, kitchen). Formula: The CO_2 emission is estimated according to the average emission factors of CO_2 of the IPCC guidelines v_2006. This indicator was based on relevant sources with background documentation and technical reference
Example:	For example the emissions due for electricity consumption will be calculated based on the formulas indicated in https://www.eumayors.eu/IMG/pdf/technical_annex_en.pdf
Application:	The purpose of this metric is to demonstrate to the Management Board the efforts of the Agency to reduce greenhouse CO_2 emissions, to achieve energy savings and to comply with the upcoming EU 2030 target for reducing green- house gas emissions and to develop and implement a common policy towards the European eco-management and audit scheme (EMAS). In order to have a comparable measure by the years, the KPI will be presented per person per square meter.
Preliminary Target Range:	Lower CO_2 emissions, after a first year (2020) of measurements that will allow the establishment of a baseline.
KPI owner:	Corporate Services Unit
Reporting frequency:	Annual

Figure 2: eu-LISA KPI No 15: Environmental indicator

To secure the EMAS registration[93], eu-LISA is undertaking the following steps:

- Drafting the Agency's environmental policy, describing its environmental commitments and specifying its overall intentions and direction in terms of environmental performance. (estimated delivery: 2022)
- Performing an environmental review of eu-LISA to analyse the environmental impacts of its activities based on the following five indicators: energy efficiency, water use, waste management, materials efficiency and green procurement, as per the criteria outlined in the Commission's Green Public Procurement (GPP) Good Practice[94]. (estimated delivery: 2022) [95]
- Devising the Agency's environmental programme to translate eu-LISA's environmental policy into actionable objectives with measurable indicators that designate responsibilities and identify the means for achieving the defined environmental objectives and targets, as well as to meet deadlines. (estimated delivery: 2023)
- Implementing the Agency's (EMS) to deliver improved environmental performance. The key to effective implementation of the EMS is a systematic approach to planning, controlling, collecting data, measuring and improving eu-LISA's environmental performance. (estimated delivery: 2023)
- The culmination of this process will be the preparation of the environmental report outlining eu-LISA's progress in terms of its environmental objectives, detailing both past actions and measures, as well as setting targets for the future, followed by the initiation of the EMAS registration process (estimated: Q3 2024).

The Agency's **environmental report** will be published and updated annually with the latest information. This report will be examined and validated by an environmental verifier[96], who will also verify the performance of eu-LISA's EMS.

The validated environmental report is an excellent tool to demonstrate to both internal and external stakeholders the progress made by the Agency in terms of environmental performance. To that end, it will be made available on the Agency's website and submitted to the Management Board.

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[93] For a detailed presentation of the steps towards EMAS registration please visit
https://ec.europa.eu/environment/emas/join_emas/how_does_it_work_step0_en.htm
[94] European Commission - Green Public Procurement Good Practice https://ec.europa.eu/environment/gpp/case_group_en.htm
[95] Subject to change after the formal adoption of the Environmental Policy.
[96] European Commission - Eco-Management and Audit Scheme https://ec.europa.eu/environment/emas/join_emas/how_does_it_work_step8_en.htm#hdiw

Annex VII. Building Policy – Year 2021

#	Building Name and type	Location	SURFACE AREA(in m²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	eu-LISA Headquarters	eu-LISA, Vesilennuki 5, Tallinn, Estonia	1161.4	3235.9	4397.3	n/a	n/a	n/a	n/a	n/a	EE built and transferred in 2018 the new HQ for the Agency in a non-exchange transaction
2	eu-LISA Operational Centre	18 Rue de la Faisanderie 67100 Strasbourg, France	2155	5687	7842	n/a	n/a	n/a	n/a	n/a	FR granted entire premises for 1 EUR on 29 May 2013
3	eu-LISA temporary office space	PLATON building, 4 Rue Jean Sapidus, 67400 Illkirch-Grafenstaden, Strasbourg, France	2074.40	n/a	2074.40	541 107.24	6+3 years	rent			n/a
4	eu-LISA back-up facility	Austrian Central Federal Back-Up Centre in Sankt Johann im Pongau, Austria	223	403	626	591 328	Indefinite Operational Agreement with the Republic of Austria	rent			n/a
5	eu-LISA Liaison office	20 avenue d'Auderghem, 1040 Brussels.	98 (four offices on 2nd floor)	n/a	98	20 433	until 31/03/2022	Rent			a/a

A. Building projects in planning phase: N/A

B. Building projects submitted to the European Parliament and the Council

Second extension of the Agency's operational site in Strasbourg

As 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 domain will continue to grow in the coming years, the second extension of the operational site of in Strasbourg is a high priority project with several benefits. Specifically, it aims to:

- provide adequate working conditions for all staff and contractors working on-site,
- ensure compliance with current energy and environmental efficiency standards,
- ensure that the Agency will be able to deploy and manage the new systems entrusted to it in an efficient, effective and optimised manner, and
- guarantee the capability to secure the required uninterrupted availability, confidentiality, integrity and evolution of the systems entrusted to the Agency.

Following the successful execution and delivery of milestones in planned stages in previous years, in 2022, the Agency will work intensively on the building design call for tender, the awarding of a contract and plans to conclude *the detailed design* in 2024. At that stage, the construction project will be presented first to the Management Board, and later the Budgetary Authority, for their approval *in order to start construction in 2025*. The Agency expects to complete the second extension of the site in 2028.

The table below demonstrates the major milestones in the updated planning of the second extension project from 2022 and onwards.

Remaining milestones	To be achieved by
Building design tender including the technical designer's contract	Q2 2023
Start of the technical design study	Q2 2023
Detailed design concluded	Q3 2024
Management Board's approval of the construction project	Q3 2024
Management Board's request for approval to the Budgetary Authority	Q4 2024
Contract signature of the Budgetary Authority	Q4 2024
Building construction tender including signature of works execution contract	Q2 2026
Start of construction work	Q2 2026
Acceptance of construction	Q2 2028

The project timeframe and the financial envelope will be further refined as necessary.

2022	2023	2024	2025	2026	2027	2028	Total
415 000	750 000	1 452 000	1 140 000	13 610 000	19 995 000	10 090 000	**47 452 000**

Temporary solutions for the office building and data centre

To mitigate the capacity issues that the second extension project will resolve in a cost-efficient manner, the Agency has undertaken the lease of temporary space, for the exclusive purpose of office use, located close to the operational site.

In addition, to cover the needs of the capacity increase, the Agency has decided to build a temporary modular data centre at the existing technical site, which is an efficient and cost-effective way to expand the existing data centre until the permanent second extension is ready for use. The modular solution will be equipped with the required infrastructure for its autonomous operation and will be delivered ready for service by the contractor. The temporary data centre will comply with at least the same security, safety and fire extinction requirements as the current one.

The plan to operate a temporary data centre is a short-term one and its duration depends on the finalisation of the second extension project. However, in future, this solution could be revisited to handle other planned and necessary extensions.

Both projects fall below the threshold of significant financial implications. Moreover, the temporary data centre solution is not a building project but a service, which means that the prior authorisation of the Budgetary Authority is not required.

Annex VIII. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
eu-LISA's statutory staff in Tallinn, provided they are not permanent residents of Estonia before taking up their appointment in the Agency, will receive reimbursement from the Estonian government 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 establishment in Estonia.	Headquarters Agreement between eu-LISA and the **Republic of Estonia**, Article 12	An Accredited European School was established in Tallinn in Autumn 2013. The European School provides the type II curriculum at nursery and primary- and secondary-level education. Children from 4years of age can be admitted to the European School
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.		
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.	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	The French government committed itself to finding the best possible solution to educate the children of the staff of the Agency and family members forming part of their household and to offering them a primary- and secondary-level education tailored to their individual needs and providing the opportunity to obtain internationally recognised qualifications. The government committed itself furthermore to ensuring that access to the European School of Strasbourg, which offers a baccalaureate recognised by all EU Members 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.

Annex IX.   Evaluations

IT Systems' Performance Evaluations

To evaluate and monitor the performance of the system managed by eu-LISA and to support the compliance with 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 approved a Standard Service Level Agreement in document 2013-084.

In 2023, the Agency will be subject to a regular evaluation in accordance with Article 39 of the eu-LISA Establishing Regulation. In order to provide additional input for the regular performance evaluation and gain a comprehensive overview of systems performance (operations, systems management, security and business continuity), the Agency will undergo a **benchmarking exercise in 2022**.

Ex-Ante Evaluations

According to the objective in the revised Establishing Regulation No 1726/2018, Art. 2(a), pertaining to eu-LISA's governing of large-scale IT systems, the Agency shall ensure *'the use of an adequate project management structure for efficiently developing large-scale IT systems'*. In addition, Article 29 of eu-LISA's Financial Regulation 2018/1046 of 18 July 2018, on the financial rules applicable to the general budget of the Union, stipulates that all programmes and activities requiring significant expenditure are subject to an *ex-ante* Evaluation prior to their approval and inclusion in the Agency's Annual Work Programme.

In support of this, and as part of the *ex-ante* Methodology, an ex-ante evaluation policy, process and procedure were developed and subsequently endorsed by eu-LISA's Management Board on 15 November 2017, together with a set of criteria for selecting projects to be evaluated and an updated business case template.

The ex-ante evaluation process aims to assess the opportunity and feasibility of new project proposals, in line with the Agency's strategic goals and objectives, and forms part of eu-LISA's strategy and operational planning cycle. It 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 for detecting non-compliance with the quality criteria for documentation contents.

The 2018 ex-ante evaluation policy annual review has highlighted that the *ex-ante* evaluation cycle, which spans over a two-year period, would benefit from a revised evaluation approach by tailoring assessment requirements to the *ex-ante* evaluation process steps. As a result, an optimised two-step approach was implemented as from 2019, and comprised of an opportunity assessment (step 1) followed by a feasibility assessment (step 2) in the following year.

This optimised approach will facilitate the *ex-ante* evaluation process by ensuring that new projects are only evaluated against project information available at the time, in relation to their demand and impact on eu-LISA's project portfolio. In turn, this will maximise identifying the portfolio's dependencies from the onset and ascertain appropriate project categories and priorities to guide resource planning.

The primary purpose of Step 1 is to evaluate the following indicators to check that they are being met: 1) relevance of each project against eu-LISA's mandate; and 2) coherence of each project against eu-LISA's mandate.

An *ex-ante* evaluation of the opportunity provides an assessment of a project's priority, strategic fit, budgetary / resource estimates, benefits and an indication of constraints, risks and procurement requirements. Furthermore, it examines the extent to which the project selection and annual planning processes have been adhered to.

The following projects will be subject to ex-ante evaluation, Phase 1 Opportunity assessment:

Ref No	PD Ref	Title of Activity
1	146	**Initiate a software engineering capability**
2	158	**Unplanned evolutions and associated support stemming from adaptive maintenance of Eurodac and DubliNet**
3	185	**Implementation of a VIS active-active architecture**
4	197	**SIS Evolution (projects, evolutions and studies)**
5	201	**Extended capacity of SIS**
6	309	**EES adjustments for interoperability components**
8	374	**Preparation of ECRIS-TCN development in sBMS**
9	375	**Preparation: MID impact on sBMS**

External evaluations

In accordance with Article 31 of Regulation (EU) No 1077/2011[97], the Agency was subject to an external evaluation in 2015/2016. In 2022, the Agency will have already finished implementing the recommendations made in this evaluation. Pursuant to Article 39 of Regulation (EU) 2018/1726, the Agency's next evaluation must be completed by 12 December 2023.

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[97] Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice. No longer in force, Date of end of validity: 10/12/2018; Repealed and replaced by 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

Annex X. Strategy on organisational management and internal control systems

Internal Control Framework (ICF)

Internal control is a process that supports an organisation to achieve its objectives and sustain operational and financial performance. It ensures that the applicable rules and regulations are respected, support sound decision-making, and reduces risks to acceptable levels through cost-effective controls. Based on eu-LISA Management Board decision No 2019-042 of 19 March 2019, the Executive Director is mandated to implement internal control principles and practices and to put in place an organisational structure and internal control system that is in accordance with the principles and policies adopted by the Management Board.

There are five internal control components at eu-LISA, namely, the control environment, risk assessment, control activities, information and communication and monitoring activities. These five components are interrelated and must be present and operational at all levels of the organisation for internal control to be considered effective. Decision No 2019-042 sets out principles for each component and the characteristics of each principle are defined to take into account of the specific governance framework (namely, structures, processes and procedures) in the Agency. The internal control principles and characteristics set out constitute the minimum standards referred to in Article 44(2) of the Financial Regulation of eu-LISA.

The Management Board mandated the Executive Director to appoint a Manager in charge of risk management and internal control (MRMIC) to support him with the setting up, monitoring, implementation, assessment and reporting on the Internal Control Framework. The Executive Director is mandated to conduct an overall assessment of the efficiency of eu-LISA Internal Control Framework annually. The annual assessment takes place during the first quarter of the year, and its results are included in the Consolidated Annual Activity Report (CAAR).

Corporate risks

The eu-LISA corporate risk management is a well-established process in eu-LISA in compliance with the EU Internal Control Framework. It is an essential part of corporate governance that provides guidance and support to the Agency's senior management for achieving its strategic objectives as outlined in the Agency's annual work programme.

The Agency monitors risks at the corporate level in a continuous manner:

- New identified items are collected through the PPM tool in usage at the Agency then pre-qualified by the MRMIC and EPMO and confirmed by Management Committee for inclusion in the Corporate Risks and Issues Register. A unique risk owner is nominated by the Management Committee.
- The risk owners define and maintain the respective action plans until the risk is closed.
- The status of each risk together with issues are presented to the Management Committee on a regular basis (quarterly at least) for a review and update of the residual risks' probability and impact.

The table below presents a list of eu-LISA's corporate risks that might affect the Agency's operational functioning, as well as indicating their respective owners and appropriate responses. The following list of risks, together with the open risks from the previous years, constitutes the Agency's corporate risk register.

Risk	Description	Response and Action plan	Risk Owner
Risk 1	Insufficient legal checks: the legal team has no visibility on the most sensitive areas (implementation of large systems contracts). Legal checks are not performed, neither ex-ante nor ex-post.	**Response:** Mitigate **Action Plan:** (1) Establishment of an ex ante control cell for transactions of significant amount; (2) Creation of legal posts within Operations Department, where legal knowledge is critical to defuse at source legal risks that may materialise down the line of project delivery becoming more visible at contract management level.	Operations Department
Risk 2	The risk is on the Agency's capacity/ability to check contracts and assess that it is not charged twice. Time overlapping and double charging of the same expert under different contracts could be a consequence if the Agency is unable to perform the necessary controls.	**Response:** Mitigate **Action Plan:** To establish, in compliance with data protection requirements, a register of experts deployed under all OPS (Operations Planning Sector) contracts with clear indications of activity/project and period of engagement to allow time for verification and defusing of potential overlaps.	Vendor and Contract Management Sector
Risk 3	The scale-up of the transversal approach to procurement exposes the Agency to the risk of being unable to exercise adequate control on SLA compliance by a contractor in situations where the work, and therefore the underlying responsibility, is split between two or more contractors.	**Response:** Mitigate **Action Plan:** TEF Lot 1 contractor is expected to provide key support in setting up and managing OLAs, also through deploying adequate tools. Through shadowing by TEF Lot 1 contractor, an internal capability to govern SLA and OLAs should be developed and deployed.	Vendor and Contract Management Sector
Risk 4	The retained organisation might not be aligned with the outsourcing model: with the transformation that the Agency is undertaking moving from silos to a more transversal approach to procurement. There is risk that some of the organisations are not aligned with the new model.	**Response:** Mitigate **Action Plan:** The fit-for-purpose of the 'retained organisation' needs to be regularly assessed to align it to the evolving outsourcing model. To this end, the ISO standard 37500:2014 'Guidance on Outsourcing' recommends to establish the role of 'outsourcing manager' to ensure oversight and coordination of the efforts within the outsourcing organisation The set up and execution of the transversal procurement have to be planned, designed, executed and controlled by the Agency.	Vendor and Contract Management Sector
Risk 5	Not finding the right fit for eu-LISA: the increased number of recruitments in combination with the limited outreach of vacancies increases the risk of losing a significant amount of time and effort in recruiting, hiring and onboarding people who do not meet expectations.	**Response:** Mitigate **Action Plan:** under definition	Head of Human Resources Unit
Risk 6	Delays in cultural transformation and leadership. The risk is increased by the teleworking regime consequence of the Covid-19 pandemic.	**Response:** Mitigate **Action Plan:** The organisation has kicked off the Cultural Transformation Project in February 2021. Additional efforts are performed in terms of Leadership through the Leadership Development Programme.	Head of Learning and Development Sector
Risk 7	MWOs not efficient enough for end of life cycle hardware and software: there is a risk about the ability of contractors being able to do what is necessary for end-of-life infrastructures.	**Response:** Mitigate **Action Plan:** under definition	Product Management Sector
Risk 8	Insufficient enforcement of the existing Quality Management System (QMS) might prevent it being, as expected, a key enabling factor for the Agency to achieve its strategic objectives.	**Response:** Mitigate **Action Plan:** TEF Lots contractors will provide, with the guidance of EPMO, Quality Management services that comprise the drafting, approval and verification of adequate application of a TEF Framework Quality Plan, a Lot Quality Management Plan and, for each specific contract, a Quality Management Plan. The foreseen CMMI appraisal is intended to provide indications of possible gaps and related improvements in quality and the QMS. Open action on the new Quality Management Policy by GCU.	EPMO Sector
Risk 9	Insufficient integration of stakeholders within the collaboration model required by the Transversal Procurement approach.	**Response:** Mitigate **Action Plan:** under definition	Vendor and Contract Management Sector

Risk management at project and programme levels

All projects overseen by eu-LISA are monitored through the Agency's Programme and Project Management (PPM) solution, where a project's risks and issues are recorded under the responsibility of the Project Manager. Risks of High Magnitude are displayed in the weekly Project Summary Report (Project Dashboard).

All project risks are discussed by the Programme Board (PB), a key element of eu-LISA's internal project and programme governance, established by the Executive Director's decision of 8 June 2020.

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

Anti-fraud strategy

The Agency's anti-fraud Strategy (document 2019-051) was adopted by the Management Board in March 2019.

The basic principles of the Anti-Fraud Strategy are based on ethics, integrity, enhanced transparency, fraud prevention, and good cooperation between internal and external stakeholders and partners.

The staff of the Agency, the members of the Management Board and Advisory Groups, and all external contractors of eu-LISA are required to apply the highest standards of honesty and integrity in the exercise of their duties. eu-LISA does not tolerate fraud and unethical behaviour and will report, without delay, any instance of suspected fraud to OLAF, which is exclusively competent and legally invested to investigate such cases.

eu-LISA will take the necessary action and adopt appropriate measures, including terminating employment agreements, against any entity or person(s) who defrauds or attempts to defraud the Agency and/or other EU assets and resources, or otherwise damages eu-LISA's reputation. In all such cases, eu-LISA will cooperate fully with OLAF and all other EU institutions and bodies.

Annex XI. Plan for grant, contribution or service-level agreements

This Annex is not applicable to eu-LISA

Annex XII. Strategy on cooperation with third countries and/or international organisations

Framework for cooperation

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

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

The general principles guiding the strategy on cooperation and the establishment of external working arrangements must be aligned with the Agency's long-term strategy for 2021-2027 and designed to:

- facilitate the implementation of the Agency's obligations as stipulated in it its Establishing Regulation, in particular the implementation of the ETIAS and the interoperability architecture;
- support the EU's priorities in third countries, such as capacity-building in the Western Balkan countries through IPA (Instrument for Pre-Accession Assistance) projects with a focus on the development of large-scale IT systems;
- promote and expand the Agency's role as an emerging centre of excellence through the exchange of knowledge and experiences; and
- strengthen the Agency's capabilities to drive innovation and digital transformation.

Cooperation with international organisations and third countries

In building working relationships with **international organisations,** the Agency's focus is guided by eu-LISA's Establishing Regulation and the EU's priorities in the JHA domain. Priority is therefore given to subjects of relevance to the effective development and operational management of large-scale IT systems, capacity building initiatives, and the exchange of expertise and best practices.

The current level of engagement with **third countries** remains limited to contributing to projects managed by Frontex for the IPA II project with selected Western Balkan countries. Such cooperation can continue through IPA III projects as mandated by the Commission.

In order to implement the Agency´s obligations vis-à-vis ETIAS and the interoperability architecture, a working arrangement may need to be concluded with Interpol subject to the authorisation of the Management Board and the Commission's prior approval.

Annex XIII.   Additional staff requirements

As explained in **subsection *2.2.2 a) Development of the existing tasks***, the Agency has reviewed the identified number of additional posts needed in 2022 to deliver all the planned activities. The table below provides further details and a justification for each additional post and indicates the requested type of staff (TA, CA or SNE). The total number of necessary posts is 25, including 12 CA posts, 10 TA posts and 3 SNE posts. Most of the posts are required for areas where either eu-LISA is understaffed (e.g. programme and project management), or the scope of work has increased (e.g. infrastructure management) due to the progress made with the implementation of the new systems entrusted to the Agency. Last but not least, there are a number of horizontal posts necessary to ensure the proper functioning of the internal control system of the Agency.

Additional posts necessary in 2022 (beyond the posts in Commission proposals for 2021)

Requesting Unit	Profile for additional staff	Task/Project	Justification	Contract type	No of additional staff 2022	No of additional staff 2023	No of additional staff 2024	Cumulative 2022–2024
ED	**Accounting Assistant**	Agency accounting tasks	Needed for business continuity. The Agency's expanded mandate will result in a growing number of transactions that need to be certified by the AO, who is currently working without a substitute. The FR stipulates that the delegation of AO tasks is only possible to full-time staff, line-managed by the AO. Without the administrative daily support, the AO will be unable to cover business as usual accounting services.	**CA FG III**	1	1	1	1
ED	**SNE to the Liaison Office**	Further consolidation of eu-LISA following growth and transformation with a focus on personnel administration, digitalisation of HR services and recruitment.	With the expanded mandate of eu-LISA, there are more meetings and events organised that require the involvement of the Liaison Office. This SNE post was requested in the SPD 2021–2023 to compensate for the SCU post borrowed in 2020.	**SNE**	1	1	1	1
CD	**Legal Officer**	Providing legal advice to eu-LISA	An additional Legal Officer is necessary due to the constantly increasing amount of work as a result of increasing staff numbers.	**CA FG IV**	1	1	1	1
CSU	**ICT Officer/ ICT Expert**	Second extension of eu-LISA operational premises in Strasbourg	An ICT Officer is necessary to ensure the proper functioning of the internal IT infrastructure and support for new staff at the temporary site.	**TA AD5**	1	1	1	1
CSU	**Project Manager**	Second extension of eu-LISA operational premises in Strasbourg	A project manager, is necessary for the 2nd extension in SXB project.	**TA AD7**	1	1	1	1
CSU	**Security Assistant**	Operate, plan and develop the horizontal elements of security and continuity management	Security assistant is necessary for the 2nd extension of the building in SXB. The person can be placed in the SCU with 100% allocation to the project.	**CA FG IV**	1	1	1	1
ESU	**Governance Officer - Management Board**	Timely administrative support for the Management Board, and the Advisory Groups	eu-LISA will have more than 15 governance bodies (MB and sub-groups, PMBs, AGs), plus several working groups under the AGs, with each of them meeting between 4 to 12 times a year. Currently there is only one Officer assigned to cover all the groups (in addition he has also responsibilities assigned as HoS). An MB/AG Secretariat Assistant additional post is needed to cover the governing bodies of interoperability and ECRIS-TCN. For the newly created groups, additional staff are needed to cover the organisation of the meetings (incl. transport, accommodation, facilities, etc.), coordination of the room documents and continuous communication with the numerous members of the groups. In addition, due to the nature of the post, only statutory staff can manage the tasks.	**CA FG III**	1	1	1	1

Requesting Unit	Profile for additional staff	Task/Project	Justification	Contract type	No of additional staff 2022	No of additional staff 2023	No of additional staff 2024	Cumulative 2022–2024
FPU	**Procurement Assistant / Procurement Officer**	Execution of the procurement and acquisition plan, Second extension of eu-LISA operational premises in Strasbourg, Implementation of the interoperability between EES and VIS (continuation)	There is a no Procurement assistant profile for the number of tasks planned. Implementation of the interoperability between EES and VIS (continued from 2021) and Second extension of eu-LISA operational premises in Strasbourg require a Procurement Officer dedicated to the project.	**TA AD5**	1	1	1	1
GCU	**Planning Officer - Corporate Performance Measurement**	Corporate governance, planning and reporting	This post is critically needed to meet the requirements for reviewing, updating and maintaining the set of corporate KPIs, to establish and maintain a system for organisational efficiency assessment including the relevant KPIs (as requested by COM), for the design and maintenance of the balanced scorecard as well as for corporate performance reporting. In addition, the post is needed to implement the substantially extended requirements of Article 32 of the FFR. The post will be also used to contribute to the development of collateral strategies and policies related to corporate management, and to transferring corporate strategies into programmes and portfolios.	**CA FG IV**	1	1	1	1
SCU	**Protective Security Expert in Strasbourg**	Operate, plan and develop the protective elements of the security and continuity management	In view of the new extension project of eu-LISA site in Strasbourg (including the temporary site) and the increased level of security threats in France, an additional SNE (Protective Security Expert) post is needed in the Security Unit. This post would support the management of Agency 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 SPD 2021 and at the MB in March 2019.	**SNE**	1	1	1	1
SCU and OD	**Operational Support Administrator (Security)**	Further consolidation of the Agency following change, growth and transformation with a focus on personnel administration, digitalisation of HR services and recruitment.	Requested in SPD 2021–2023. An additional post is necessary for the OD and SCU for the management of the new communication infrastructure to enhance encryption security layers and security monitoring.	**CA FG IV**	1	1	1	1
EPMO	**SNE in EPMO**	Further consolidation of the Agency following change, growth and transformation with a focus on personnel administration, digitalisation of HR services and recruitment.	The SNE post is requested in the SPD 2021–2023 for the implementation of the Project management tool and ex ante evaluation of projects.	**SNE**	1	1	1	1
Total 1			**4 CA FG IV, 2 CA FG III, 1 TA AD 7, 2 TA AD 5 and 3 SNE**		**12**	**12**	**12**	**12**

Additional posts necessary in 2022 (beyond the posts in the Commission proposals for 2022)

Requesting Unit	Profile for additional staff	Task/Project	Justification	Contract type	No of additional staff 2022	No of additional staff 2023	No of additional staff 2024	Cumulative 2022–2024
IMU	IT Officer	Application management services	Additional resources are needed to cover new systems in production (EES, ETIAS, ECRIS...) for the Application Management Services.	CA FG IV	1	1	1	1
TTU	IT Officer - TRMS	Release and deployment management and transition to operations	There is a shortage of relevant posts and profiles for the number of tasks planned in the Test and Transition Unit. This post would cover additional work on EES, ETIAS, sBMS, (maintenance and project).	TA AD5	1	1	1	1
PSU	System Engineer	Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS interconnection	The post is necessary for core SIS generic interconnection module / interface to allow SIS II connections to other systems and implementation of ETIAS inter-connection. There is a shortage of relevant posts and profiles for the number of tasks planned.	TA AD5	1	1	1	1
PSU	IT Officer - Programme and Project Management	Multiple identity detector (MID) development	The available staffing for the function poses a risk due to a lack of redundancy and underestimation of the order of magnitude. An additional FTE is needed due to the complexity of interoperability initiatives and also other smaller integration projects might appear (based on experience with the EES/ETIAS programmes).	TA AD5	1	1	1	1
PSU	IT Officer - Programme and Project Management	European search portal (ESP) development	The available staffing for the function poses a risk due to a lack of redundancy and underestimation of the order of magnitude. An additional FTE is needed for the Planning and Standards Unit due to the complexity of the interoperability initiatives, and other smaller integration projects might appear (based on experience with the EES/ETIAS programmes).	TA AD7	1	1	1	1
PSU	IT Officer - Programme and Project Management	Central repository for reporting and statistics (CRRS) development (continuation)	The available staffing for the function poses a risk due to a lack of redundancy and underestimation of the order of magnitude. Due to the complexity of the interoperability initiatives, other smaller integration projects might appear (based on experience with the EES/ETIAS programmes). For this reason an additional (1) FTE is needed.	TA AD7	1	1	1	1
PSU	IT Officer - product management	Preparation of ECRIS-TCN development in sBMS	Preparation of ECRIS-TCN development in sBMS. Currently no resources available due to parallelism of work and accumulation of project activities in the same year.	TA AD7	1	1	1	1
PSU	IT Assistant - Product Management	EES BMS maintenance - software, EES BMS maintenance - active-active setup, USK maintenance	Additional staff are necessary for the EES BMS maintenance (software), the EES BMS maintenance (active-active setup and USK maintenance). Currently, there is no product/service manager assigned for ECRIS. The volume of related activities has already started to increase and will increase even more with the start of ECRIS-RI followed by ECRIS TCN maintenance. Currently the relevant tasks are managed by the SIS service owner on top of SIS activities.	TA AD7	2	2	2	2
PSU	IT Officer - Programme and Project Management	EES BMS / sBMS implementation (continuation from EES project 2019)	The available staffing for the function poses a risk due to a lack of redundancy and underestimation of the order of magnitude. An additional FTE is needed due to the complexity of the interoperability initiatives, also other smaller integration projects might appear (based on experience with EES/ETIAS programmes).	CA FG IV	1	1	1	1

Requesting Unit	Profile for additional staff	Task/Project	Justification	Contract type	No of additional staff 2022	No of additional staff 2023	No of additional staff 2024	Cumulative 2022–2024
PSU	IT Officer - Infrastructure Services	EES BMS maintenance - hardware, EES BMS maintenance - software, EES BMS maintenance - active-active setup	Additional staff is necessary for the EES BMS Maintenance - software, the EES BMS Maintenance - active-active setup and the EES BMS Maintenance - hardware	CA FG IV	1	1	1	1
PSU	IT Officer - Network Services	EES BMS maintenance - hardware, EES BMS maintenance - software, EES BMS maintenance - active-active setup	Additional staff is necessary for the EES BMS Maintenance - hardware, the EES BMS Maintenance - software and the EES BMS Maintenance - active-active setup.	CA FG IV	1	1	1	1
PSU	Project manager	Core SIS generic interconnection module / interface to allow SIS connections to other systems and implementation of ETIAS inter-connection	Core SIS generic interconnection module / interface to allow SIS II connections to other systems and implementation of ETIAS inter-connection. There are no resources available for this activity in the current planning.	CA FG IV	1	1	1	1
PSU	Project Support Officer	VIS/BMS maintenance, VIS Recast development (continuation), Implementation of the interoperability between ETIAS and VIS (consequential amendments ETIAS), Implementation of the interoperability between EES and VIS (continuation)	There is no Project manager profile for the number of tasks planned due to the parallel nature of tasks that have accumulated for the same period. This profile will support the VIS/BMS Maintenance, VIS Recast Development (continued), implementation of the interoperability between ETIAS and VIS and between EES and VIS (continued from 2021).	CA FG IV	1	1	1	1
Total 2			**6CA FG IV, 3 TA AD 5, 4 TA AD 7**		**13**	**13**	**13**	**13**
GRAND TOTAL			**10 CA FG IV, 2 CA FG III, 5 TA AD7, 5 AD 5, 3 SNE**		**25**	**25**	**25**	**25**

Annex XIV. Studies and impact assessments related to the SPD 2022−2024

Area	Title	Status, Link to the activity in SPD 2022−2024
SIS	Impact Assessment for SIS II migration to sBMS.	Activity 'Impact Assessment for SIS II migration to sBMS'.
SIS	Studies for SIS evolutions.	Part of the activity 'SIS Evolution (projects, evolutions and studies)'. This includes evolutionary maintenance of the core SIS to include requests agreed with the stakeholders, such as Automatic Number Plate Recognition (ANPR) queries implementation. The MS are increasingly using or will use ANPR and are querying SIS for stolen vehicles, licence plates and vehicles under Article 36. This is also recommended by the SIS evaluations when a MS is using ANPRs. Although some MS are using national (partial) copies for this ANPR queries, this may also lead to an increase in central queries.
sBMS	A detailed technical assessment of the MID - sBMS requirements	Part of the activity 'MID impact on sBMS', this project includes the detailed technical assessment of the MID - sBMS requirements, the design, development and testing of the solution.
EES	Studies and impact assessments related to EES adjustments for IO components.	Major part of the activity 'EES adjustments for interoperability components'. This activity will prepare the implementation of the adjustments for the interoperability components: (1) impact assessments; (2) studies; (3) high-level design.
Eurodac	Studies and assessments for Eurodac and DubliNet evolutions.	Part of the activity 'Unplanned evolutions and associated support stemming from adaptive maintenance of Eurodac and DubliNet'. Perform required studies and assessments in order to evaluate possibilities for technical implementation of envisaged evolutions.
ETIAS/VIS	Preparations for ETIAS and VIS integration.	This is a preparation phase for the 'Implementation of the interoperability between ETIAS and VIS (consequential amendments ETIAS)', starting May 2021 and finishing at end of 2021; followed by the implementation from 2022 to first quarter of 2024.
ECRIS-TCN	Preparation of ECRIS-TCN development in sBMS	Preparation for implementing ECRIS-TCN-related specific operations, capacity and configuration in sBMS. Perform analyses of requirements, possible design and capacity effect on sBMS.
CBS Operational tools	EOPM Replacement - Impact Assessment/Study	Activity 'EOPM Replacement - Impact Assessment/Study'.