

2023

OUTLOOK

**SUMMARY OF THE WORK
PROGRAMME FOR 2023**

eU-LISA 

FOREWORD



During the past decade, eu-LISA has evolved from a small technical agency into one of the main drivers of digital transformation in the EU's domain of Justice and Home Affairs (JHA). The Agency is tasked with ensuring the efficient functioning of the Schengen Area, while also facilitating seamless travel and free movement across Europe.

Stepping into its second decade, the Agency's core priority remains unchanged: to ensure the effective, secure and **uninterrupted operation of the EU's JHA information systems for visa, asylum, and border management**. At the same time, eu-LISA continues to **develop and deploy new IT systems**, while also preparing the **new interoperability architecture** for the JHA domain. To support **further digitalisation**, the Agency is actively monitoring **research and innovation** with a view to providing **state-of-the-art expertise** for the EU institutions and the JHA community.

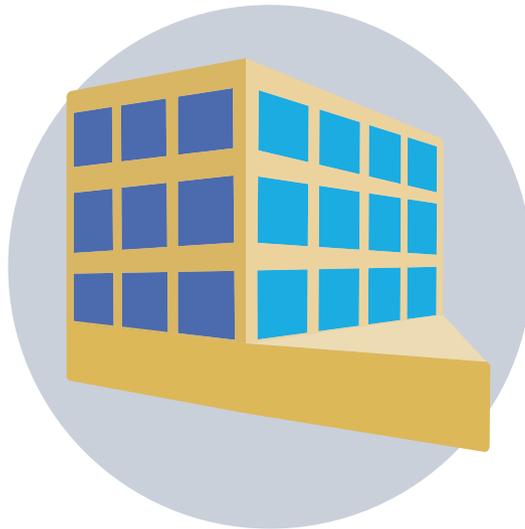
November 2022 marked the end of tenure for Krum Garkov who led the Agency since its establishment in 2012, setting ambitious goals and evolving eu-LISA into a **recognised and trusted partner** for its stakeholders. In 2023, eu-LISA is looking forward to welcoming **Agnes Diallo** as its **new Executive Director** to steer the Agency into its new decade as **the digital heart of the Schengen Area**, ensuring that EU citizens continue to enjoy the **freedom of movement** in Europe that remains safe and secure.

Luca Tagliaretti
Interim Executive Director



Our Core Values

Our vision and mission are translated into operational activities by applying the core values of accountability, transparency, excellence, continuity, teamwork and first-rate customer service.



Our Mission

Our mission is to deploy advanced technology to support the EU and the Member States in their efforts to keep Europe open and secure.



Our Vision

We strive to provide high-quality, efficient services and solutions in line with the evolving needs of the EU and the Member States, while also driving digital transformation in the area of Justice and Home Affairs.

WE CONNECT TO PROTECT

The successful implementation of the EU's migration, asylum and border management policies relies on the efficient and timely exchange of information between relevant authorities across Europe, which is best facilitated by modern IT systems.

In the framework of the **EU's Security Union Strategy for 2020–2025**, the **New Pact for Migration and Asylum**, and the **new strategy for a fully functioning and resilient Schengen Area**, the Agency remains focused on facilitating information exchange for efficient border management that helps maintain the integrity of the Schengen Area and contributes to upholding a **strong European security ecosystem**.

To further improve information exchange between relevant authorities, eu-LISA is working towards achieving **overarching systems interoperability** across all Justice and Home Affairs (JHA) information systems under its remit.

Once operational, the new interoperability architecture will be instrumental in delivering **modern and efficient ICT services** to the whole JHA community, taking European law enforcement and judicial cooperation to a new level.

In this process, eu-LISA is committed to ensuring a **high level of data protection** in compliance with EU data protection law and the respective provisions for each JHA system under its purview. Furthermore, as the manager of critical IT infrastructure, core service provider, and custodian of sensitive information, the Agency is stepping up its **cybersecurity** measures in accordance with the best practices in threat detection and incident response.

Since all of its focus areas – border control, migration, internal security, and justice – are undergoing **fundamental transformation** through digitalisation, eu-LISA will continue to serve as one of the key enablers of this process by **spearheading digital innovation in the JHA domain**.

IN FOCUS FOR 2023

The number of information systems entrusted to eu-LISA, together with the continuously evolving regulatory framework, set the stage for a challenging period, especially considering the ever-increasing pressure to deliver results with limited resources against the high expectations of our stakeholders.

The annual programme for 2023 reflects eu-LISA's sustained efforts to maintain and enhance its operational efficiency and agility to tackle these challenges. For 2023, eu-LISA has set the following six priorities to underpin its work and focus:

PRIORITY 1: Ensuring the stable and uninterrupted operation and the implementation of evolutions of systems managed and services delivered by eu-LISA: SIS, VIS, Eurodac, ECRIS RI.

PRIORITY 2: Proceeding with the implementation and development of the interoperability architecture and the new JHA information systems entrusted to eu-LISA: EES, ETIAS, ECRIS-TCN and e-CODEX.

PRIORITY 3: Providing support and subject matter expertise to the Commission and the Member States.

PRIORITY 4: Stepping up the Agency's contribution to the EU's justice domain.

PRIORITY 5: Progressing with the second extension of eu-LISA's operational site in Strasbourg.

PRIORITY 6: Preparing for the Agency's regular evaluation in accordance with Article 39 of eu-LISA's establishing Regulation.

WORKING FOR A SAFER EUROPE

As its core responsibility, eu-LISA oversees the operational management and continued evolution of large-scale IT systems that support the efficient and data-driven management of the external borders and internal security of the Schengen Area, as well as the EU's visa and asylum policies.

The current Schengen architecture comprises three large-scale IT systems:

- Schengen Information System – SIS
- Visa Information System – VIS
- European Asylum Dactyloscopy Database – Eurodac

The Agency is responsible for overseeing the **effective and efficient operational management** of their central systems and communication infrastructures, while also ensuring their **uninterrupted availability**.

Additionally, eu-LISA provides high-quality support services to all system end-users throughout the **JHA community**, while also supporting the Member States in the management of national systems and delivering the required system evolutions over the long term.

Launched in 1995, SIS is the largest information-sharing system for the management of **external borders** and ensuring the **internal security** of the Schengen Area. SIS facilitates information exchange about wanted or missing persons or objects, together with instructions for competent authorities on what to do when the person or object has been found. As such, it serves as an invaluable tool for **combatting cross-border crime and terrorism**.

2023 will bring the culmination of a **major overhaul of the SIS legal framework**, which will ensure wider access to national authorities and expand the system's scope with the introduction of **new alert categories** (preventive alerts, return decisions, inquiry checks) as well as new categories of data (e.g., warning markers) and **biometric identifiers** (e.g., palm prints and DNA profiles).

SIS

Schengen
Information
System

KEY ACTIVITIES and DELIVERABLES

- Entry into operation of the **renewed SIS** with new alerts, new categories of data and biometric identifiers,
- Introducing a new category of **information alerts proposed by Europol** on suspects of terrorism or other serious crime,
- Ongoing activities to enable **overarching systems interoperability** by setting up connections with interoperability components and increasing overall system capacity to accommodate additional traffic.



As one of the core elements of the Schengen architecture, VIS facilitates the processing of **visa applications** and the management of **short-stay visas** for third-country nationals travelling to or transiting through the Schengen Area. As such, it supports the implementation of the EU's **common visa policy** and helps **combat visa fraud** by assisting in the identification of persons not fulfilling the necessary conditions for stay or entry.

In 2023, eu-LISA will continue implementing the **Revised VIS Regulation** that will add several new functionalities, incl. integration of **long-stay visas** and **residence permits**.

VIS

Visa Information System



KEY ACTIVITIES and DELIVERABLES

- Implementation of the **Revised VIS Regulation**, together with the horizontal **active-active solution** to ensure uninterrupted availability,
- Ongoing integration with **interoperability** components,
- Integrating **Croatia** with the VIS (with full access), once the relevant legal basis is adopted.

Operational since 2003, Eurodac is the EU's **database of digitalised fingerprints** for the management of **asylum applications** under the Dublin Regulation. The system helps to establish the Member State responsible for examining an asylum application by determining whether asylum applicants have previously claimed asylum in another EU country.

In recent years, the European migration and asylum system has been undergoing reforms to better **combat irregular migration**. Pending the adoption of the **Recast Eurodac Regulation**, eu-LISA is set to undertake a major evolution of the system, introducing new functionalities and central system redesign.

Eurodac

European Asylum
Dactyloscopy
Database

KEY ACTIVITIES and DELIVERABLES



- Implementing the requirements of the **Recast Eurodac Regulation** as soon as the new legal basis is adopted,
- Designing and deploying a **new architecture**, in conjunction with capacity increase to accommodate the additional traffic load,
- Integration with **interoperability components** to enable searches and the cross-checking of identities across all JHA information systems.

MIND ON THE PRESENT, EYE ON THE FUTURE ¹

In the coming years, eu-LISA is scheduled to launch several new systems, together with the new interoperability architecture for the JHA domain. Once operational, these additional elements will deliver an integrated approach to safeguarding Europe's external borders and internal security, while also facilitating seamless international travel to the Schengen Area.

The Agency is scheduled to launch **three new JHA information systems** to further improve the integrated management of its external borders, while also delivering a seamless experience for travellers headed to the Schengen Area:

- **Entry/Exit System – EES**
- **European Travel Information and Authorisation System – ETIAS**
- **European Criminal Records Information System on third-country nationals and stateless persons – ECRIS-TCN**

In addition, eu-LISA is also set to take over the operational management of the **e-CODEX system** that facilitates cooperation between law enforcement and judicial authorities, stepping up its contribution to the EU's justice domain.

For all these new systems, eu-LISA will be responsible for overseeing the **effective and efficient operational management** of their central systems and communication infrastructures, while also ensuring 24/7 operational monitoring support and timely system evolution.

Throughout 2023, eu-LISA will continue with its most ambitious project to date – developing the **new interoperability architecture** for the EU's JHA domain, which will be enabled by a number of dedicated interoperability components that are scheduled to enter into operation in the coming years.

A hand with a finger pointing towards a glowing digital interface with circuit patterns. The background is a blue-toned digital landscape with glowing lines and nodes, suggesting a futuristic or technological theme. The hand is in the foreground, with the index finger pointing towards the center of the image.

MIND ON THE PRESENT, EYE ON THE FUTURE ²

In the coming years, eu-LISA will also be responsible for delivering several new developments:

- **collaboration platform for Joint Investigation Teams (JITs)** to improve the efficiency of cross-border investigations and prosecution of criminal cases,
- **Prüm II central router** to facilitate automated data exchange and improve cooperation between European law enforcement authorities,
- **digitalisation of the Schengen visa procedure**, incl. online visa application platform,
- **Advance Passenger Information (API) router** for streamlining the collection and transmission of traveller information between air carriers and border control authorities.

EES will modernise Schengen border control processes by replacing manual passport stamping with the **electronic registration of all cross-border movements of third-country nationals**, both visa-exempt and visa-required, entering and exiting the Schengen Area. As such, the system will improve the management of increasing traveller flows by **streamlining border-crossing procedures** and optimising the number of border guards at checkpoints.

What is more, EES will ensure better **monitoring of authorised stays** and the identification of possible overstayers, thereby curbing irregular immigration and strengthening internal security, while also contributing to the fight against organised crime and terrorism.

EES

Entry/Exit
System



KEY ACTIVITIES and DELIVERABLES

- **Entry into operation** of EES and related web services, including the Carrier Interface to be used by all air, land and sea carriers for traveller verification prior to boarding,
- Setting up connections with all **interoperability components**.

ETIAS is an **online travel authorisation system for visa-exempt third-country nationals** travelling to or through the Schengen area. This **pre-travel screening system** compares information across all JHA systems, as well as Europol and Interpol databases, for advance verification of potential **security, irregular migration or high epidemic risks** that may give grounds for denying entry to the Schengen Area.

Along the travel continuum, ETIAS authorisations are checked by air, sea and land carriers prior to boarding and also by border guards at external border crossing points to the Schengen Area. The system is intended to **streamline border check procedures** and minimise waiting times at the border.

ETIAS

European Travel
Information and
Authorisation
System

KEY ACTIVITIES and DELIVERABLES

- **Ensuring the implementation of ETIAS**, and related web services for travellers and carriers, to prepare for its successful entry into operation
- **Monitoring technology solutions** for ETIAS Watchlist, as well as conducting tests and advising the Commission and the Member States on necessary technical updates,
- Compiling a **whitelist of secure audio-video communication tools** that the ETIAS national units could use for interviewing applicants in cases where the consular services are out of reach.



Under EU law, criminal courts must consider **previous convictions**, regardless of the Member State where the person was previously convicted.

ECRIS-TCN, the first IT system developed by eu-LISA for the EU's justice domain, facilitates the electronic exchange of information on the **criminal records of third-country nationals and stateless persons**. This information must be taken into account by judges, prosecutors and other relevant authorities when adjudicating criminal cases. As such, ECRIS-TCN supports the principle of **mutual recognition** of sentences and judicial decisions across Europe.

ECRIS -TCN

European Criminal
Records Information
System - Third-Country
Nationals



KEY ACTIVITIES and DELIVERABLES

- Finalising the implementation of ECRIS-TCN to ensure its successful **entry into operation**.

In operation since 2013, e-CODEX is a communication platform for facilitating the **secure transmission of electronic content** between judicial authorities and legal professionals in cross-border judicial proceedings, ensuring a more efficient judicial process for citizens and businesses across Europe.

In 2020, the Commission entrusted the development and maintenance of the e-CODEX system to eu-LISA as of 2023 — an important step towards increasing the Agency's contribution to the digitalisation of the EU's justice domain.

e-CODEX

e-Justice
Communication via
Online Data
Exchange

KEY ACTIVITIES and DELIVERABLES

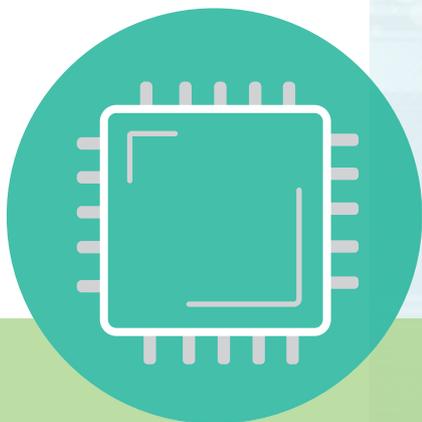
- Ensuring the **successful takeover** of the e-CODEX system,
- Start of operational management by eu-LISA.



Interoperability is the capability of interconnected systems to share data and exchange information. For the past five years, eu-LISA has been developing the new interoperability architecture for the EU's JHA domain to improve the **efficient management of Europe's external borders, internal security and migration**. This overarching systems interoperability will be enabled by dedicated components that will make it easier for European law enforcement and border authorities to **search and exchange information across all JHA databases and systems** managed by eu-LISA.

Interoperability

New Interoperability Architecture



INTEROPERABILITY COMPONENTS

- **European search portal (ESP)**: a single-search window for fast searches across all JHA systems,
- **shared biometric matching service (sBMS)** for cross-matching biometric data across all JHA systems,
- **common identity repository (CIR)** for the correct identification of third-country nationals,
- **multiple-identity detector (MID)** for uncovering multiple identities and combatting identity fraud
- **central repository for reporting and statistics (CRRS)** for aggregate statistics from all JHA systems, enabling analytical reporting.

Once operational, these interoperability components will constitute the backbone for the integrated management of the EU's JHA processes by providing relevant authorities across Europe with more **streamlined access to comprehensive information about potential security threats**. Throughout 2023, eu-LISA will continue with the development and implementation of these interoperability components with a view to **ensuring their successful entry into operation in the next couple of years**.

Inter-operability

New Interoperability Architecture

KEY ACTIVITIES and DELIVERABLES

- **Finalising the implementation of sBMS** by completing the migration of biometric data from other JHA systems,
- Continuing with the implementation of **ESP, CIR, MID, and CRRS** to ensure successful entry into operation in the coming years,
- Improving eu-LISA's **biometric capabilities** by investing in research and innovation, together with the development of new solutions.



CROSS-CUTTING ACTIVITIES

Cross-cutting activities ensure that the operational management of JHA information systems is supported by secure and reliable infrastructure, as well as cost-effective solutions and services.

The operational management of JHA systems entails the operation and maintenance of the **facilities that host these systems** and their communication infrastructures, while also ensuring their security and resilience to deliver uninterrupted systems availability. Going forward, the Agency is focusing its efforts on improving overall **service delivery**, as well as the **resilience and security** of all systems under its remit.

As one of the main drivers of **digital transformation** in the JHA domain, eu-LISA will continue strengthening and expanding its **technological expertise** and capabilities in delivering state-of-the-art IT solutions and expert advice to support policy development and informed decision-making in the JHA domain.

Infrastructure

Network, Data Centres and Common Shared Infrastructure

All JHA information systems entrusted to eu-LISA are hosted in data centres, whereas the connectivity between the systems and their end-users is enabled by the communication infrastructure running on the core network. To improve operational systems management, the Agency recently adopted the common shared platform approach that enables standardised operation and provides the foundation for systems interoperability.

KEY ACTIVITIES and DELIVERABLES

- Ensuring the continuous operation of the **underlying core network and communication infrastructure**, incl. maintenance service contracts,
- Ensuring the continuous operation of **data centres**, incl. implementing the 'data-centre-as-a-service' (DCaaS) format, as well as iterative setup and operation of containerised modular data centres in Strasbourg,
- Improving capabilities to generate **network capacity reports** that detail the bandwidth usage for each individual application,
- Further improving **overall service performance** and resilience, while also optimising costs and risks.



Direct Support to Operations

Operational Support, Security and Business Continuity

To ensure the uninterrupted availability of the EU's JHA information systems, the Agency monitors system performance and provides support to end-users. The business continuity and resilience of these critical systems are maintained by deploying high-level security measures to ensure physical, personnel, information, systems and cyber security.

KEY ACTIVITIES and DELIVERABLES

- Overall **system maintenance and continuous evolution** are ensured through key processes such as operational monitoring and change management, release and deployment management, testing and transition to operations, as well as continued implementation of **application lifecycle management** (ALM) processes,
- Close **collaboration with all stakeholders** in the JHA community is ensured by proactive business relations management,
- First- and second-level **support for system end-users**, incl. deploying new tools to further improve responsiveness and quality,
- Transition of outsourced engineering and operational services by system under the Transversal Engineering Framework (TEF) and Transversal Operational Framework (TOF),
- Continuous monitoring of **security risks and incident management** to ensure uninterrupted systems availability,
- Strengthening the overall security framework and procedures, while also enhancing the Agency's **cybersecurity** capacity and capabilities, including situational awareness and threat intelligence.



Capacity Building

Research and Development, Reporting, Statistics and Training

As one of the main drivers of digitalisation in the JHA domain, eu-LISA monitors technology research to facilitate the adoption of innovative solutions. By enhancing its subject-matter expertise, the Agency is able to provide state-of-the-art expert advice for policy development and informed decision-making.

KEY ACTIVITIES and DELIVERABLES

- Publishing **aggregated statistics and reports** on the technical functioning and use of JHA information systems,
- Preparing research reports and organising outreach activities with the industry and academia, e.g. biannual **industry roundtable** events,
- **Monitoring research** on innovative technologies (incl. running proof-of-concept and pilot projects) and promoting **standardisation**,
- Contributing to the **EU Innovation Hub for Internal Security** and the EU Framework Programme for Research and Innovation,
- Assessing the feasibility of setting up a **testing lab** for processes and solutions to further enhance the EU's JHA systems,
- Developing expertise and capabilities in the area of **artificial intelligence**, incl. leading the EU Working Group on AI (WGAI),
- Providing tailored **training to Member States** on the technical functioning and use of JHA systems, incl. setting up a training portfolio for new systems and interoperability components.



CORPORATE ACTIVITIES



The Agency's horizontal activities ensure the organisation's efficient governance and cost-effective administration. This is grounded in the efficient alignment of resources and regular upgrading of services and processes. At the same time, eu-LISA continues investing in the development of new capabilities to fortify its position as a trusted and reliable partner to the JHA community.

In delivering its tasks, the Agency is committed to remaining **transparent and accountable** to its stakeholders and EU citizens, upholding its solid reputation and enhancing visibility through various outreach activities.

As an ongoing multiannual project, eu-LISA continues to move forward with the **second extension of its operational premises** in Strasbourg, which is needed to accommodate the expanded organisation in terms of staff, and also for hosting the increasing number of JHA systems entrusted to the Agency.

Governance

Governance, Stakeholder Management and Communication

The governance function ensures that eu-LISA operates in compliance with the EU regulatory framework and meets its strategic objectives by applying good governance practices and effective performance management.

To meet the demands of the **JHA community**, the Agency puts significant effort into cooperating with its stakeholders and keeping them regularly updated on eu-LISA's progress with the achievement of common objectives.

KEY ACTIVITIES and DELIVERABLES

- Strengthening eu-LISA's **governance framework** and enforcing internal control and **total quality management** principles, incl. Common Assessment Framework (CAF) process,
- Ensuring a high level of **data protection** compliance, incl. with specific provisions for each JHA information system managed by eu-LISA,
- Coordinating the compilation of **statutory planning and reporting** documents to ensure transparency in terms of eu-LISA's performance and use of resources,
- Monitoring **legislative and policy developments** to effectively advocate eu-LISA's positions,
- Providing administrative support to and coordinating the work of eu-LISA's **governance and stakeholder bodies**,
- Raising awareness about eu-LISA's activities and **communicating** accurate information in a regular and timely manner,
- Undergoing the **statutory external performance evaluation** by December 2023 to identify the need for any possible amendments to the establishing Regulation.



Corporate Support

Human Resources, Budget, General Services

Corporate support activities ensure that the Agency operates as an efficient and environmentally sustainable organisation in compliance with the EU's regulatory framework.

eu-LISA's corporate support functions include legal services, human resources management, corporate IT support, physical security, facilities management, as well as accounting, procurement, budget and financial management.

KEY ACTIVITIES and DELIVERABLES

- Providing in-house **legal expertise** on a variety of issues to ensure regulatory compliance and safeguard the Agency's interests,
- Strengthening financial processes and capabilities to support strategic decision-making and ensure **transparent financial management**,
- Facilitating **professional growth and talent development** based on the new competency framework to retain a diverse staff with requisite skills and experience,
- Providing general support services, such as streamlining the Agency's **information management**, and corporate IT services,
- Ensuring **efficient and sustainable facility management**, incl. setting up the Agency's environmental management system,
- Overseeing protective **security and business continuity**,
- Progressing with the expansion of eu-LISA's operational site in Strasbourg, incl. launching the **technical design study for the second extension**.



FINANCIAL and HUMAN RESOURCES



TOTAL EXPENDITURE
262.231 mln



STAFF EXPENDITURE
48.661 mln



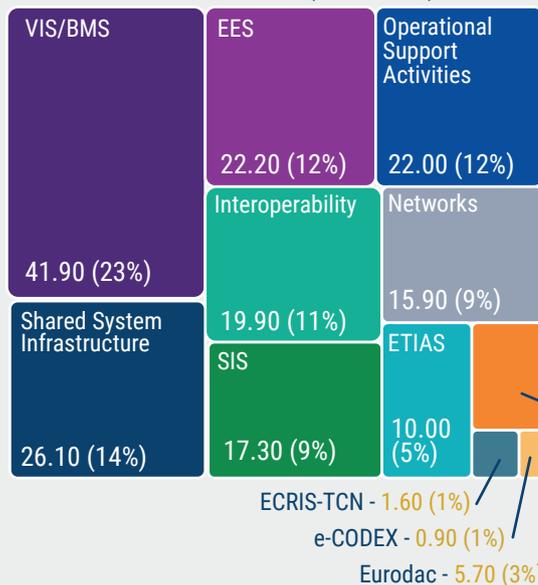
INFRASTRUCTURE and OPERATING EXPENDITURE
30.208 mln



OPERATIONAL EXPENDITURE
183.362 mln



OPERATIONAL EXPENDITURE BREAKDOWN (in millions)



HUMAN RESOURCES
(as per establishment plan)

TA CA SNE TOTAL

216 166 11 393

ADDITIONAL STAFF (as of 2023)

6 6

TOTAL STAFF

222 166 11 399

eu-LISA



This document is a summary overview of the Agency's work programme for 2023.
The full version of eu-LISA's Single Programming Document 2023-2025
is available at <https://europa.eu/!8RJ7kC>

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