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Adopted by the Management Board on 15.03.2016

eu-LISA Consolidated Annual Activity Report

2015

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Management Board's analysis and assessment

Legal background

Article 17 of 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 requires that the Executive Director shall submit to the Management Board for adoption the draft of the Agency's annual activity report, after prior consultation with the Advisory Groups, while Article 12 of the same Regulation requires that by 31 March each year, the Management Board adopts the Agency's annual activity report for the previous year, comparing the results achieved with the objectives of the annual work programme. Furthermore, according to article 47 of the Framework Financial Regulation, the authorising officers shall report to the Management Board on the performance of their duties in the form of a consolidated annual activity report.

Assessment by the Management Board

The Management Board of eu-LISA has analysed and assessed the Executive Director's Consolidated Annual Activity Report on the achievements and results for 2015. The Board acknowledges the Agency's performance, and notes in particular:



General Observations

The Management Board:

- Considers that eu-LISA's performance in 2015 is aligned with the applicable legal base establishing its mandate as well as with the goals and objectives stated in its long term strategy 2014-2020.
- Observes the high level of achievements of the annual objectives of the Agency's Annual Work Programme for 2015, both in terms of results achieved and performance.
- Acknowledges that the Agency successfully delivered its mandate through the year, and in some cases exceeding objectives set in its Annual Work Programme, notably in its efforts to keep its systems aligned with evolving political priorities and unforeseen events through the year.
- Observes that the report is mostly focused on the outputs and results achieved by the Agency through the year, rather than on their effects. Nevertheless, the Board emphasises the importance of the systems, entrusted to the Agency, as one of the foundations of a functioning Schengen area.
- Acknowledges that in addition to the delivery of its mandate, the Agency continued to support through the year the European Commission during the process of the evaluation of the Agency, as well as for the implementation of the Agendas for Migration and Security.
- Acknowledges the continuously growing importance of the systems entrusted to the Agency for the functioning of the Schengen area and the need for the Agency to receive adequate human and financial resources.

Observations on the main policy's strategic and operational achievements

The Management Board:

- Recognises the efforts of the Agency to execute the Annual Work Programme 2015 within existing human resources limitations; although a limited number of minor objectives were not fully achieved, the Board found the performance of eu-LISA to be satisfactory;
- Considers in general that the way the Agency handled the substantially increased workload due to the migrants' influx in EU was highly adequate;
- Emphasises the high importance of the pilot project for Smart Borders, delivered by the Agency, as well as the efficient and effective way the Agency organised and implemented the pilot. Its results provide key evidence for the ability of modern technologies to facilitate more efficient and effective border management in the Schengen area;
- Finds the actions performed by the Agency to manage the EURODAC system and to increase its capacity in response to the migration crisis to be adequate, as was the practical support and the contribution to the efforts of the Member States to manage it;
- Emphasises and highly rates the efforts of the Agency to increase the capacity of the Visa Information System (VIS) and the Biometric Matching System (BMS) through the year, and the successful conclusion of the global roll-out of VIS;

- Acknowledges the agility of the Agency to address urgent and unplanned needs with regards to the implemented evolutions of the Schengen Information System (SIS II) to address the increased security and terrorist threats in the EU;
- Notes the adoption of a number of implementing rules according to Art. 110 of the Staff Regulation, necessary for normal functioning of the Agency;
- Expresses its satisfaction at the adoption of the anti-fraud strategy of the Agency and formal adoption of the Internal Control Standards in 2014 by the Management Board and further implementation in 2015 by the Agency;
- Welcomes further development of internal capabilities of the Agency with regards to budget planning and monitoring to ensure sound management of the Agency's financial resources. The overall execution level of commitments and payments reached 99 %;
- Expresses its satisfaction with the high level of compliance with the implemented internal control standards, acknowledged also by the audits performed through the year, and the fact that there were no critical recommendations issued;
- Expresses its satisfaction with regards to the implementation of the external communication strategy of the Agency and the engagement with different stakeholder groups;
- Expresses its satisfaction with regards to the implementation of the training strategy of the Agency and the organisation of the training on the technical use of the systems and emphasises the high number of such training courses as well as the high participation rate and satisfaction level expressed by the Members States.

Management Board assessment on the management of the Agency

The Management Board, acknowledging the results delivered by the Agency in 2015 and considering that it was only the third year of its operations, expresses its deep satisfaction with the quality of the management of the Agency.

Variations in the use of human and financial resources compared to the plan

The Management Board considers:

- that this report provides sufficient assurance that the resources (staff and budget) are used by the Agency in line with their intended purpose and in accordance in the Annual Work Programme 2015;
- that all variations in use of resources are justified, considering the results achieved by the Agency and the outcomes of the audits performed.

Performance indicators

The Management Board acknowledges that the Agency, being an organisation in its start-up phase, made significant progress in 2015 towards the definition of a comprehensive set of corporate performance indicators. The set was adopted in March 2015 by the Management Board, hence the implementation of the respective indicators could not be reported.

Risk and control environment

The Management Board acknowledges that:

- the main risks of the organisation, that might have jeopardised delivery of the Annual Work Programme, have been identified and adequate preventive and mitigating measures have been put in place;
- the internal control and management systems are working adequately, considering results achieved by the Agency and outcomes of the audits performed.

Assurances and reservations issued by the authorising officer

The Management Board:

- considers that the necessary building blocks of assurance are in place;
- considers that adequate and appropriate measures are in place to address any serious management and control weaknesses identified;
- notes the declaration of assurance of the authorising officer and lack of reservations in it;
- notes that eu-LISA has not yet implemented Activity-Based Budgeting; therefore the information on the use of human and financial resources per activity is not available for 2015.

Recommendations

The Management Board, considering the information provided in this report, encourages the Agency in 2016:

- to continue and extend where possible relevant support and contributions provided to the Member States in the areas of border management, migration management and in the fight against cross-border crime and terrorism in the framework of judicial and police cooperation;
- to continue refinement of its internal control system, especially with regards to budget planning and monitoring;
- to continue implementation and development of ICSs, with special attention to the efficiency of internal processes and the further development of the competencies and skills of the staff members;
- to give due follow up to the findings of its internal audit capability;
- to speed up its preparations for the introduction of Activity-Based Management as a matter of priority.

Conclusion

The Management Board is satisfied by the overall performance of eu-LISA in 2015 and the level of achievement of goals, objectives and results established in its Annual Work Programme, as well as by the level and the adequacy of utilisation of the available human and financial resources.

The Management Board expresses its appreciation to the Executive Director and his staff for their commitment and achievements through the year.

Filip PYNCKELS, Chairman of the Management Board

Introduction

The European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice was established by Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 (OJ L 286, 1.11.2011, p.1), which entered into force on 21 November 2011, providing that the Agency take up its main responsibilities from 1 December 2012. eu-LISA is responsible for the provision and management of large-scale IT systems in the fields of asylum, border management and law enforcement.

The Agency is mandated to provide effective operational management of the Schengen Information System (SIS II), which has been since its establishment the main compensatory measure for the abolition of internal border checks in the Schengen area and it plays an important role in ensuring a level of security within the area of freedom, security and justice, as well as facilitating the free movement of people. The Visa Information System (VIS), which allows data exchange on short stay visas between Schengen States and supports the implementation of the common EU visa policy by preventing 'visa shopping', assisting in the fight against irregular migration and bringing transparent and faster procedures for bona fide travellers. VIS is accompanied by the Biometric Matching System (BMS), which performs fingerprint matching, and the EURODAC system, which includes the European Dactyloscopy (fingerprints) database; together they facilitate the application of the Dublin Regulation by helping to determine the country responsible for the assessment of an asylum claim to the EU or the Associated Dublin States (Norway, Iceland, Switzerland and Liechtenstein). Since its creation in 2003, EURODAC has been used for asylum-related purposes only. From 20 of July, the Recast Regulation (No 603/2013) took effect and national police forces as well as Europol can have access to it. Access possibilities are given to law enforcement authorities subject to strict conditions for the purpose of prevention, detection and investigation of terrorist and serious criminal offences. In addition, the Agency is also responsible for the operational management of the communication infrastructure network for SIS II, VIS and EURODAC and the supervision, security and the coordination of relations between the Member States and the relevant network service provider. The European Commission remains responsible for managing the contract for the provision of the communication infrastructure (the sTESTA network to be migrated to a new network, TESTA-ng, in 2016)

The Agency is also responsible for DubliNET and VISION. The replacement of the latter by VIS Mail 2 as the sole communication network for exchanging messages following the full roll-out of VIS is foreseen in Q1 of 2016.

The Agency's **Mission** is *to continuously add value to Member States, supporting through technology their efforts for a safer Europe.*

Our **Vision** is to deliver our **Mission** through:

- providing high quality and efficient services and solutions to our stakeholders;
- earning their trust through continuously aligning the capabilities of technology with the evolving needs of Member States;
- growing as a Centre of Excellence.

The core values that drive and underpin all operational activities and strategic development of the Agency are:

- accountability: deploying a sound governance framework, sound financial management and cost-efficient operations;
- transparency: providing regular and open communication to the Agency's key stakeholders and engaging them in a continuous dialogue to define the long-term strategy for the development of the Agency;
- excellence: through having the right organisational structure, the right people and the right processes in place to ensure service continuity to the Member States;

- continuity: ensuring that the Agency will make the best use of expertise, knowledge and investments made by the Member States and will continue to develop them;
- teamwork: seek to empower individual team members to make the best use of their knowledge and experience, contributing to the common success;
- customer focus: ensure that the Agency is aligned at all time with the needs and demands of its stakeholders.

Executive summary



2015 was a significant year in the Agency's existence. In 2015 the EU has faced a number of serious challenges in the area of Justice and Home Affairs. They varied from a sharp increase in irregular migrants and asylum seekers reaching Europe, to a notable increase in terrorist attacks and threats and other forms of serious organised crime. The EU institutions adopted programming documents in 2015 that reflected on the threats to the EU's internal security and formulated policies and operational recommendations addressing the challenges. Amongst others, the European Agenda on Migration and the European Agenda on Security were published in the first half of 2015, building on the achievements to date and seeking synergies as regards future

initiatives. The activities of eu-LISA took into account the objectives and tasks in these policy documents and it had a strong influence on the operations of the Agency through the year. In its efforts to support new developments and needs in the Justice and Home Affairs domain, eu-LISA had to go beyond the original scope of activities established in the Annual Work Programme.

Furthermore, in its activities eu-LISA followed the Council Conclusions on Counter-Terrorism from 20 November 2015, which urged MS to implement immediately the necessary systematic and coordinated checks at external borders, including on individuals enjoying the right of free movement. The same Conclusions invite MS, in the context of the current migration crisis, to carry out a systematic registration, including fingerprinting, of third country nationals illegally entering the Schengen area, and perform systematic security checks by using relevant databases, in particular SIS II and VIS. eu-LISA was working with MS on a daily basis to ensure the operational functioning and adequate capacity of these IT systems in order to meet the needs of MS.

In accordance with Article 31 of the Agency Regulation, the Commission, in close consultation with the Management Board, performed an evaluation of the actions of the Agency. The Final Report of this evaluation will be presented to the Management Board in March. As per the Establishing Regulation of the Agency, this evaluation assessed the way in which the Agency contributes to the operational management of large-scale IT systems and its role in the context of a European Union strategy aimed at establishing a coordinated, cost-effective and coherent IT environment at European Union level in the coming years. However, as long as the aforementioned strategy does not exist, it has been agreed by the eu-LISA Management Board to exclude this element from the terms of reference for the evaluation. The Agency will ensure adequate follow-up of the findings and recommendations stemming from the external evaluation through an action plan, adopted by the Management Board. Without prejudice to the outcome of the first evaluation, the Agency is confident that the evaluation will provide valuable input for further development of the mandate of the Agency.

Activities and objectives

The implementation of the Annual Work Programme 2015 can be considered very successful, with nearly all of the activities performed as planned and the relevant objectives achieved.

Following closely the developments in the Justice and Home Affairs domain, and especially priorities set in the European Agenda on Migration¹ and the European Agenda on Security², in 2015 eu-LISA continued the high level performance of its obligations related to the operational management of SIS II, EURODAC and VIS/BMS. The

¹http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-migration/background-information/docs/communication_on_the_european_agenda_on_migration_en.pdf

² http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf

systems were kept operational and available to the Member States 24/7 as expected.

At the same time, a number of evolutions were performed that entailed a significant effort on the Agency side in order to keep capabilities of the systems aligned at all times with the evolving needs of the Member states and the demand stemming from political developments in the EU. In particular:

- Several evolutions of SIS II took place to address increased security and terrorist threats in the EU. The most important of them added necessary functionality to the system to enable registration of foreign fighters into it. In addition, a technical study on the implementation of biometric capabilities in the system was successfully finalised;
- The Capacity of the Visa Information System (VIS) was increased more than twice. In addition to that, the throughput of the Biometric Matching System has been increased more than 6 times. Both evolutions were a key pre-condition for the successful completion of the global roll out of VIS, which was achieved at the end of November. More specifically, the VIS roll-out in region 18 (Russia) took place on 18 September 2015, the roll-out in region 19 (China, Japan, Mongolia, North Korea, South Korea, Taiwan) took place on 12 October 2015, the roll-out to region 20 (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri-Lanka) took place on 02 November 2015 and the roll-out to regions 21-23 (Andorra, Holy See, Monaco, San Marino, Ireland, the United Kingdom and all the Member States in the Schengen area) took place on 20 November 2015. As a result, all Member States' consular authorities are now connected to VIS world-wide and the planned consular roll-out has thus been finalised. On 15 December, VIS has processed its 20 000 000th visa application, which represents around EUR 1.0 billion in non-fiscal revenues for Member States since its entry into operations on the 11th of October 2011. Additionally, preparation for the transition from VISION to VIS Mail 2 was successfully completed. Further activities for integration of Croatia into SIS II as well as VIS on a technical level were implemented;
- In the area of migration, the implementation of the EURODAC Recast regulation was successfully carried forward and on 20 July 2015 the EURODAC Recast system became operational in compliance with Regulation (EU) No 603/2013 of the European Parliament and of the Council, dated 26 June 2013. The capacity of EURODAC was increased to 5 M fingerprint records, alongside an extended functionality of the system and upgraded test environment. During the implementation of the project, eu-LISA went beyond the originally planned scope of work and provided pro-active and timely support to those Member States who faced difficulties in meeting the deadline for implementation. The throughput was also increased to 15, 000 transactions per day and up to 1000 transactions per hour. To support the Members States in their efforts to prepare for entry into operations, a number of training sessions for EURODAC recast were also delivered.
- Following closely the developments in the area of irregular migration in the EU in the second half of the year the Agency took urgent actions to further increase the capacity of EURODAC in order to keep the system aligned with the significant increase of registrations of asylum seekers and irregular migrants. In addition, supporting pro-actively the implementation of the Hotspot initiative, the Agency executed a pilot project in Greece in cooperation with Frontex and EASO, aimed at establishing technical and organisational measures to increase the efficiency of the registration process.

In support of the work, performed by the European Commission to further develop the Smart Borders proposal, the Agency delivered an important pilot project in 2015. Its purpose was to test in a real environment a number of technical options identified within the technical study for EES and RTP³ with regards to the impact on the border

³ Commission-led technical study aimed at identifying and assessing the most suitable and promising options and solutions, as well as cost estimates for implementing the Smart Borders package. This study was delivered at the end of 2014;

management processes, accuracy and effectiveness. The pilot was organised and executed with the support of 12 Member States and in 18 border crossing points across the EU. eu-LISA further involved the EU institutions and other agencies in both the preparation and execution phases, such as the European Data Protection Supervisor (EDPS), the Fundamental Rights Agency (FRA) and FRONTEX. The testing phase aimed to contribute to defining the best technical solutions for faster and more secure border-control processes, respecting the highest principles of data protection as well as fundamental rights. The pilot confirmed the feasibility (in terms of accuracy, effectiveness and impact) of deploying biometric technology at Schengen external borders to increase the efficiency of border management processes. Depending on the choice of biometric identifiers, the use of biometrics adds relatively little duration to the border-crossing process. The results of the pilot are representative and conclusive, given the broad support provided by the Member States for the pilot, the number of the executed test cases for all types of borders, and the amount of statistical evidence collected. The final report of the pilot was submitted to the European Commission as planned and was published on December 11. Its results represent a very important input for the finalisation of the updated Smart Borders legal proposal, which is expected to be introduced by the European Commission in Q1 of 2016.

The provision of available, reliable and secure networks and infrastructure for the systems under management was successfully delivered during the reporting period. The network was monitored to ensure the security of the communication infrastructure, with services delivered as per Service Level Agreements (SLAs) and related reports produced in due time and with the desired quality. Activities were envisaged for post-migration monitoring and optimisation of TESTA-ng. The whole project is delayed by 24 months due to a delay in the specific contracts signature between DG Home and T-systems. Nevertheless, the Agency continued its work to support the process.

Security also continued to evolve in 2015 and a Security and Business Continuity Framework was developed as per ISO 27001 and ISO22301. Data protection in the Agency was strengthened by additional awareness sessions and by the production of Data Breach Policy and Procedures, Action Plan and Work Programme.

The Agency continued to produce the mandatory reports and statistics required by the legislation and to provide the necessary training on the systems to the Member States. With regard to training on the technical use of the systems, a very high number of such training sessions as well as a high participation rate and satisfaction level by the Members States, was observed.

To continue its development towards the Centre of Excellence, the Management Committee of the Agency adopted the Information Technology Service Management (ITSM) Framework, which formalised critical operational processes. Operational and Corporate Services catalogues were united into a common Service Catalogue.

eu-LISA's efforts to follow the technological developments relevant to its mandate led to the production of a report on biometrics in Large-Scale IT systems, with the knowledge gathered applied in the SIS II biometrics study of the Agency as well as in the Smart Borders pilot final report. In order to monitor such developments and further knowledge acquisition in relevant areas, a variety of approaches were employed, including desk research, course and conference attendance and expert consultation. In the latter regard in particular, efforts were expanded in 2015 compared to previous years, with the organisation of two industry round-table events that focussed on border control technologies and cutting-edge developments in IT security, software, service provision and hardware infrastructure. The impressive attendance of experts at both events – more than 40 different entities spanning industry, Member State bodies and European institutions and agencies were represented at the Tallinn event on border control – highlights the range of interest in the events and the volumes of knowledge that are shared, as well as demonstrating the Agency's progress in becoming a hub of knowledge exchange.

Partnerships with other agencies, in particular those in the domains of Justice and Home Affairs, were extended. By the beginning of 2015, eu-LISA had established Working Arrangements with a number of JHA Agencies: CEPOL (the Working Arrangement with CEPOL having been signed already in 2013), Frontex and EASO (both Working

Arrangements having already been signed in 2014). In 2015 the Agency negotiated a Memorandum of Understanding with Europol (pending signature) and took steps to establish formal Working Arrangements with FRA and Eurojust. Collaboration with the partner agencies is crucial from the point of view of creating synergies among the agencies operating in areas linked to each other and for identifying additional fields where added value can be given to the ongoing work with the help of existing know-how and resources. Furthermore, in 2015 eu-LISA coordinated the cooperation of nine Justice and Home Affairs agencies within the dedicated network of these agencies by holding the annual chair of the network.

The external and internal communications were strengthened both to improve the image of the Agency and to support its corporate culture. All the targets set for the communication actions were successfully achieved, leading to an evidence-based increase of eu-LISA visibility to EU citizens and key actors at the EU institutional and national level. The main achievements were related to the successful implementation of the sectorial information campaign on the Smart Borders Pilot testing-phase; to highlighting the value-added cooperation carried out by the Network of the Justice and Home Affairs agencies under the eu-LISA chair in 2015 and to intensifying relations with the stakeholders, from the public and the private sector through to clustered communication actions in the form of round-table events and the large-scale annual conference.

When communicating about the Smart Borders Pilot project, eu-LISA followed fully the requirements set out in Article 8 – Visibility of Union funding – of the Delegation Agreement between the EC and eu-LISA for the tasks of the Smart Borders Pilot (SBP) test phase. All the communication and information initiatives carefully followed the strategy in terms of target-groups, time-line and products or services. In order to increase the awareness by travellers and border guards participating in the test-phase of the pilot project, off- and online publications as well as visibility items were prepared, produced and disseminated in the 12 participating Member States and 18 border crossing points. The Final Report was complemented by a related informative booklet that was made available in three languages in order to achieve a broader reach, leading to increased awareness.

In 2015 eu-LISA reached also a new level in the use of audio-visual communication tools and online platforms to manage stakeholder and public relations in a more attractive and interactive way. The Agency coordinated the production and dissemination beyond the distribution strategy of a corporate video to show the added value of the JHA Agencies in achieving important goals for Europe and its citizens in an efficient manner. The Agency also made its way to the most watched European channels (Euronews, BBC, TV France) and received factual and positive cover that reached millions of viewers.

eu-LISA successfully also implemented the cluster specific communication approach to strengthen relations with experts from both industry and public sector. As well as the industry roundtable events mentioned above, the annual conference was larger than on previous occasions, drawing participants from 25 countries from all over the world, as well as significant attention online (the conference was streamed online while a twitter wall allowed for significant exchange of views between participants and those watching elsewhere). Through the successful organisation of these events, the scope of targeted contacts was increased and strengthened.

In 2015 eu-LISA assumed chairmanship of the Network of Justice and Home Affairs agencies. Based on commonly agreed priorities all nine agencies delivered a number of joint initiatives through the year aimed at:

- further enhancing coordination of evidence-based input of JHA Agencies to the policy debate at EU level;
- continue to keep JHA Agencies' operational activities as well as operational bilateral and multilateral cooperation in line with the political objectives and particular needs of the EU and the Member States in the respective areas of competence of the JHA Agencies and within the remit of their mandates;
- fostering the JHA Agencies coherent external communication strategy towards the EU institutions, with the objective of achieving greater coherence of the JHA Agencies' activities vis-à-vis the EU institutions;
- increasing the visibility of the JHA Agencies vis-à-vis the EU institutions and bodies, the Member States as well as the general public to better indicate the relevance of the JHA Agencies' actions for citizens, taking

stock of the services provided by and tools available from the JHA Agencies.

With regards to resource management, the Agency's staff conduct its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards. The Agency continues to improve its efficiency and financial performance. This is reflected throughout this report, not least in the continuing high levels of budget commitments and payments utilisation.

Finally, with regards to the effectiveness of internal controls, the Agency has established an internal process for continuous review, assessment and reporting of the effectiveness of its Internal Control Standards. In addition, an Internal Control Coordinator has been appointed. Furthermore, the Agency has taken measures to further improve the efficiency of its Internal Control Systems in the areas of financial management and staff appraisal and objectives setting. In addition, the Agency has systematically examined and addressed the observations and recommendations issued by the European Commission's Internal Audit Service and the European Court of Auditors.

Main issues submitted to the Management Board

In 2015 the Agency continued its very close and constructive collaboration with the Management Board. In addition to the items approved by the Board in accordance with its functions set up by the establishing regulation, the Agency has brought to their attention all the significant risk and control issues identified during the reporting period, with further details provided in part II of the document.

Budget implementation

In 2015 eu-LISA managed a budget of EUR 67.6 M received from the EU subsidy. The Agency retained its high budget implementation rate by the end of the year 2015:

- 99.7 % for commitment appropriations;
- 99.4 % for payment appropriations, including the carry-forward of administrative expenditure to 2016.

Human Resources

The HR Strategy and the Staff Retention Policy that will guide the activities in the area of the Human Resources Management during the next 3-5 years were adopted. At the end of 2015 in the Agency there were 135 full-time staff members (117 Temporary Agents (TA), 12 Contract Agents (CA) and six Seconded National Experts (SNEs) and five Interns). The exit turnover of staff was approximately 4 %, as five employees left the organisation in 2015. The average number of training days per person in 2015 was 10.8 days.

Assessment by the management

The management of the Agency has reasonable assurance that, overall, suitable controls are in place and are working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

Audit results

No critical recommendations were given to the Agency during audits performed during the year by the Court of Auditors, independent external auditors and Internal Audit Capability of the Agency. All other recommendations were addressed through action plans in due time.

Risks

For the year 2015, a total of eight major corporate risks were identified. A corporate risk response plan has been established to address them.

Krum GARKOV, Executive Director

Part I. Achievements of the year

Activities under Strategic Goal 1: 'Continue to grow as a contributor to and facilitator of freedom, security and justice policies in Europe'

Operational Management of the Systems

The systems managed by eu-LISA are one of the foundations of the functioning of the Schengen area. Therefore, in 2015 eu-LISA continued its efforts to provide sustainable and reliable management of the systems and networks entrusted to the organisation, making them available 24x7 to the Member States and Associated Countries and other relevant stakeholders (Europol and Eurojust as users of SIS).

Operational management of SIS II

Throughout the reported period, application management services were provided on a 24/7 basis to ensure uninterrupted service provision of SIS II. Continuous operations of the central system have been performed in accordance with the Service Level Agreements (SLAs). Furthermore, new versions of the operators' manuals were issued and approved by the AGs, compliance tests with the Member States were conducted and training provided. An upgrade of the Oracle Database from v11.2.0.3 to v11.2.0.4 was delivered to assure the continuity of the SIS II Database's support. A new Pre-Production environment has also been provided to ensure business continuity and contingency in the global planning of activities for SIS II system.

Operational management of VIS/BMS

During 2015 the application management services were provided on a 24/7 basis to ensure uninterrupted service provision of VIS/BMS in accordance with the SLAs. The main event in the management of the systems was the deployment of a new release of VIS in January 2015, increasing the level of technical service and performance to users up to 300k transactions/hour. Moreover, several fixes were implemented in BMS 1.0 in order to optimise and correct the deviations that were observed from incoming load that was over the system's capacity. As a result, several improvements were identified and implemented, allowing the incoming load to be processed in a more flexible way. The upgrade of the Oracle database from version 11.2.0.3 to version 11.2.0.4 was executed in the production environment and in all test environments. The flexible BMS remote system management solution with terminal servers between the primary and secondary site was deployed and tested. Release VIS 2.2/BMS 2.1.1 was deployed in the fourth quarter of 2015, which included the VIS Mail consultation changes, an O-FTE warning mechanism, corrective items, auditing and upgrades of firmware, and patches on FW, HP-UX, Linux and Weblogic. VIS-BMS logging correlation, which released to improve logging for end-to-end troubleshooting and monitoring purposes, was also deployed (a second deployment fixing the current unexpected issues is foreseen in 2016). BMS accuracy test were executed and training provided to the Member States.

Operational management of EURODAC

As regards the EURODAC application, management services were provided on a 24/7 basis to ensure uninterrupted service provision of EURODAC in accordance with the SLAs in general, with a limited number of urgent transactions handled beyond the foreseen SLA response time for urgent transactions (1 hour). Due to a huge and unexpected increase of EURODAC transactions resulting from the influx of immigrants, two incidents occurred that led to a delayed response time. A major change during the reported period was the new EURODAC Recast Regulation 603/2013, in force since 20 July that led to updated system including upgraded test environment entered successfully in operations. Two important capacity upgrades were successfully implemented during Q4 that ensured proper operations and continuity of services to the Member States given the huge increase of traffic and EURODAC transactions (see also Evolutions of the Systems). Several EURODAC training sessions were successfully given to Member States.

It shall be emphasised that for all three systems there were no major incidents through the year that limited or prevented their normal use by the Member States

Evolution of the systems

One of the key elements of the mission of eu-LISA is to keep systems entrusted to the Agency continuously aligned with the evolving needs of Member states and policy demand. During 2015 eu-LISA continued its efforts to enhance and develop the capabilities of the system in close collaboration with the Member States and the European Commission.

Evolution of SIS II

In February 2015, following urgent demand from the European commission to enhance the toolset available to the Member States to identify foreign fighters, necessary functional enhancements were introduced successfully in SIS II. The UK National system was tested and integrated in SIS II and the first phase of the technical preparation for the integration of Croatia was also successfully implemented and tested. Several improvement activities have been undertaken on Message Oriented Middleware (MOM) qualifications such as JBOSS and IBM MQ. The Central System was updated to take into account new MOMs for NL and SE. Deployment of Release 7.4.0 with implementation of Article 24 for the UK has also been successfully performed. Release 8.0.0, taking into account activities related to the integration of Croatia was prepared, including for the first time Data Exchange Between SIRENE (DEBS) elements in the delivery. The Agency participated in the study conducted by DG Home on the Integration of Return decision in SIS II, while the technical study for an AFIS into SIS II was delivered as planned in Q4 in order to start implementation during 2016. Several webinars were organised with Member States (MS) to coordinate the implementation in production, both for the SIS II central system and the national systems and to discuss change requests. One survey on the use of the SIS II Central System Query and one survey on the impact of changes on DEBS were organised in 2015. Hand-over of DEBS was carried out. A study for a standby active technology into SIS II was also conducted in Q4.

Evolution of VIS/BMS

The VIS Evolution second release was deployed in January 2015 with increased load processing capacity up to 300k transactions/hour (120k previously).

As regards BMS 2.1 (BMS Evolution Phase 1) a test campaign for BMS Playground and Production was successfully completed and Playground and Production went live in May 2015. Additionally, several tests and fine tunings were carried out. The BMS 2.2 (BMS Evolution Phase 2) & Pre-Production Upscale project was also started. It includes improvements to the BMS Database capacity from a max of 24M records to 60M records in Production. As part of the scope Pre-Production was upscaled to 40 % of BMS 2.2 Production in terms of database and transaction throughput capacity. Concerning this project, the following steps were undertaken by the end of 2015: the impact assessment report was completed and approved, the contracts for the implementation were signed, and the hardware was delivered. The project was on track within the agreed constraints. The Project Initiation Document and Master Project Plan were also accepted, the Central Unit (CU) and Backup Central Unit (BCU) hardware integration was partially completed, and the Testing Strategy was finalised. In order to support the increased capacity of BMS 2.1 and BMS 2.2 eu-LISA started building up a new Backup and Archive solution. The installation, the configuration and the test campaign were successfully completed. Backup and Archive for Production, Pre-Production and Playground was successfully released on 20th November 2015.

eu-LISA conducted an impact assessment on potential future solutions for VIS - BMS Playground 2.0, as part of which several technical workshops with the contractor were held and potential technical options were unveiled. By the end of 2015 the Technical Architecture was finalised, the Impact Assessment Report and Solution Blueprint documents were accepted, and the contract for implementation signed, while hardware delivery is ongoing. Although the initial planning suggested the Playground would be delivered by the end of 2015, due to reprioritisation of the ongoing projects it will be delivered in Q2 2016.

The VIS evolution contained 4 main activities: Database increase, VIS dynamic allocation, VIS interface evolutions (Visa Code Plus changes) and preparations for the integration of new users (Croatia). Regarding the Database increase the following was achieved: the study has been finalised and accounts for an increase of VIS application processing capacity from 40 to 60 million visa applications, whereas backend capacity of VIS storage will rise to an

equivalent of 100 million visa applications, to anticipate faster business growth led by the rollout completion. The VIS dynamic allocation implementation has been postponed and is expected to be resumed at a later stage. For VIS interface evolutions (Visa Code Plus changes) all documentation and tools necessary for the Member States are delivered as per the agreed schedule (new interface control document, testing documentation, and central domain simulator tool). Currently all project activities are within schedule with no deviations. Build Phase and Factory Acceptance Tests (FAT) were completed. The FAT report was submitted and is currently under review. The System solution tests Phase 1 started as per plan and Phase 2 of the project, covering the activities from Q3 2016 until Q3 2017, received the Advisory Group's positive opinion in October 2015. The new VIS release will be available in VIS Production by April 2017. As regards the integration of Croatia, the contract vehicles were prepared and the Build Phase was completed.

Under the VIS MAIL phase 2 project, VIS Mail 2 Global Tests (Functional and non-Functional) were completed. The Hand-Over from the sTESTA Security Operations Centre (SoC) to eu-LISA is completed. The Agency is now fully responsible for the management of the VIS Mail relay. The preparation for the Transition from VISION to VIS Mail 2 was ongoing in 2015 and completed on 12/01/2016. All MS declared readiness to the European Commission and the VIS Advisory Group; however, the Agency keeps a reservation, as not all of the Member States demonstrated readiness during testing. eu-LISA continues to provide status reports to the VISION Working Group, the VIS Advisory Group, the Management Board and the Transition Board respectively.

Under the Schengen Consultation project, the Global Test Description Document to Member States was delivered and the Technical Specifications of the VIS Mail Communication Mechanism were accepted by the SIS/VIS Committee. VIS Mail2 Integration Test Wave 5 was completed and the VIS Mail Transition Board was established. VIS Mail Phase 2 (Global test campaign) commenced. VIS Operations Manual v1_04, VIS Mail Operational Guide and VISION VISMail2 Transition Guidelines were updated and delivered. Hand-over from SoC to eu-LISA of the management of the VIS Mail relay was also carried out. Concerning the Change Management several change requests were handled and a number of webinars and meetings were carried out.

Evolution of EURODAC

The capacity of the EURODAC system was upgraded to handle up to 5 million fingerprint records in 2015, without any service outage. The system throughput was increased to 15000 transactions per day and up to 1000 transactions per hour. Three Central System (CS) releases were successfully deployed and acceptance testing between CS-MS National systems was concluded. Emergency support for MS that could not prepare their national solutions on time for successful entry into operations was provided.

eu-LISA closely cooperated with stakeholders in the framework of consultation/discussion of EURODAC future evolutions and support (e.g. in case of legal framework changes due to the new Migration agenda) and actual participation in inter-agency efforts, as part of the Hotspots approach. Two important capacity upgrades of EURODAC were successfully implemented during Q4, to ensure that the system can cope with the huge and unexpected increase in irregular migrants and asylum seekers at the external borders of the European Union. eu-LISA provided support to Member States not yet connected to Recast (e.g. CY) in order to facilitate connection to the system with a temporary solution until readiness with their new system is achieved. There was close cooperation with stakeholders for consultation/discussion of EURODAC future evolutions and support (e.g. in the case of legal framework changes due to the new Migration agenda) and actual participation in inter-agency efforts, in line with the Hotspots approach. The finalisation of the Pre-production environment was rescheduled for 2016, as certain infrastructure elements had to be reused for the urgent capacity upgrades. The Change Management Process for EURODAC was implemented after the Entry into Operations (EiO) of the new Recast system. A number of technical changes were discussed with the Member States in order to agree the implementation approach and plan. Several Lessons Learned sessions for the Recast project and the standard NAP solution were organised with the MS and useful feedback was received that is reusable for future projects

Network and communication infrastructure

During 2015 the Agency continued to be responsible for the supervision, security and coordination of relations between the Member States and the relevant network service provider for the communication infrastructure for

EURODAC, VIS and SIS II. The Agency shares the responsibility for the management of the communication infrastructure with the European Commission, as described in the relevant legislation, and further detailed in the MoU between eu-LISA and the Commission. eu-LISA has the operational responsibility and offers technical support and assistance, in terms of technical acceptance of the relevant reports, follow-up of relevant meetings, etc.

The major task of the Agency is to monitor networks under eu-LISA management to ensure the security of communications infrastructure. In 2015 Network Services were delivered, matching the service levels outlined in the relevant SLAs, monthly sTESTA SLA reports were also delivered in a timely manner and were of the quality contractually agreed. The network under eu-LISA management was comprehensively monitored on a daily basis, with security-related incidents and problems handled according to the policies in place.

Furthermore, the organisation has to ensure effective contract management of any networks provided by 3rd parties. In this respect, contractual and project management activities continued to ensure the provision of network services, in the form of a managed secure private communications infrastructure (sTESTA) to underpin and ensure the daily operation of VIS, SIS II and EURODAC business systems.

Finally, as regards the network and communication infrastructure, activities were envisaged for post-migration monitoring and optimisation of TESTA-ng. The whole project is delayed by 24 months due to a delay in the specific contracts signature between DG Home and T-systems and a delay in the design and implementation of the services. According to the new planning, the migration to TESTA-ng is scheduled for 2016. Nevertheless, the Agency continued its work to support the process. As part of the support, eu-LISA conducted preparatory activities for the TESTA-ng migration, consisting of the implementation of the SIS II 2nd encryption layer in the Pre-Production network for pilot Member States, the implementation of the SIRENE mail network infrastructure upgrade, and handover of VIS Mail systems operational management from the sTESTA provider.

Development and Implementation of New Systems

In 2015 eu-LISA continued its close cooperation and support to DG Home for the further development of the Smart Borders legislative proposal. The Smart Border (SB) package included proposals for implementation of an Entry-Exit System (EES) and a Registered Traveller Programme (RTP) system. The most important action related to the potential future management of the Smart Borders was the Smart Borders Pilot. Its purpose was to test in a real environment a number of technical options identified within the technical study for EES and RTP with regards to impact on border management processes, accuracy and effectiveness. The pilot was organised and executed by the Agency with support and cooperation from 12 Member States at 18 border crossing points across Europe. eu-LISA further involved the EU institutions and other agencies in both the preparation and execution phases, such as the European Data Protection Supervisor (EDPS), the Fundamental Rights Agency (FRA) and FRONTEX. Its results represent a very important input for the finalisation of the updated Smart Borders proposal, which is expected to be introduced by the European Commission in Q1 of 2016. The pilot confirmed the feasibility (in terms of accuracy, effectiveness and impact) of the use of biometric technology at Schengen external borders to increase the efficiency of border management processes. Depending on the choice of biometric identifiers, the use of biometrics adds relatively little additional time to the border-crossing process. Desk research, complementing on-the-ground tests, proved further that with additional fine tuning of some operational procedures and processes (e.g. by searching the VIS using the passport number) the overall effect on border management is broadly positive. The deployment of accelerators such as ABC gates and kiosks could further optimise border-crossing times and procedures. It was observed that the technology set-up and integration, as well travellers' interaction with it, influences the results much more than the type of border. Relevant desk research in order to assess the feasibility of the options identified by the European Commission Technical Study on Smart Borders package have also been performed with MS experts. The project performed well within the boundaries of the European Commission delegated budget and scope, and the high added value of its findings has been recognised by MS and EU stakeholders. Compliance with data protection laws was respected throughout the project and the strong involvement of key stakeholders was maintained until the end. The final report of the pilot was submitted to the European Commission as planned and was published on December 11. The results of the pilot provided an important evidence basis for considering the feasibility of the system(s) and processes proposed for Smart Borders. Additionally, eu-LISA supported the

European Commission in the preparation of the Impact Assessment of the updated legal proposal for the Smart Borders.

Security and Data Protection

The major responsibility of the Agency is to ensure that security measures and security plans for SIS II, VIS and EURODAC and for the communications networks related to these systems are fully implemented.

One of the tasks in 2015 was to provide appropriate and up-to-date information, advice and training for staff on security, as well as the provision of regular reports on compliance, with a detailed service-level definition and also to execute annual checks related to security. As a result, an Agency Security Awareness Refresher Campaign was completed. A CBS security design assessment and a vulnerability assessment were performed on SIS II. Projects were also initiated for the development of the agency security architecture and the design of SIEM and PKI and for the development of a security awareness e-learning framework. A cybersecurity month was organised with a series of awareness activities. Security awareness of staff was surveyed in the form of a live phishing exercise.

Another task for the Agency that relates to security is the effective identification and management of all physical and information security risks and to implement Info Security Standards as per ISO27001, as well as to ensure that business continuity and disaster recovery plans are implemented, tested and maintained in accordance with ISO22301. During the reported period, the Security & Business Continuity framework was developed according to ISO27001 and ISO22301. A Security Policy Framework was also developed. A security risk management framework was established based on E-BIOS and a site risk assessment was also performed. The Annual Exercise of the Emergency Response Team (ERT) was carried out. Draft Agency Business Continuity Plans and Actions Plans were developed on the basis of the Commission Business Continuity Management (BCM) framework. The BCM Exercise and Training Programme were approved. The ERT Programme & Organisational Structure were completed. An Evacuation Response policy was developed as part of the overall Agency Security Policy. Walkthrough exercises for the Business Continuity Plan (BCP) were conducted in Strasbourg and Tallinn and ISO22301 implementer and auditor certification training sessions were delivered to specific staff members.

As regards data protection, the Annual Report of the DPO was submitted to the Management Board in 2015, and an Action Plan with Work Programme was drafted and presented to the Executive Director (ED); two data breach incidents were investigated and reported to the ED. Eight awareness sessions on DP were held during this period, including two to external entities. A Data Breach Policy and Procedure was developed to be adopted by the organisation and a Newsletter was created; seven issues have already been published. The access procedure was drafted and a Data Protection policy is under preparation.

Reporting and Statistics

In 2015 the Agency was compliant with the reporting obligations stemming from the legal instruments of the three systems under its management.

The 2014 SIS II annual statistics were submitted to the relevant institutions on 1 April 2015 and the Report on the technical functioning of Central SIS II was submitted in June 2015. Following revised data provided by some Member States, new updated versions of both documents were re-submitted at the end of October. The updated list of competent authorities that are authorised to directly search the data contained in SIS II and the updated list of N.SIS II Offices and the national SIRENE Bureaux were published in OJ C 208 of 24.6.2015.

The Annual Report on the 2014 activities of the EURODAC Central System was submitted to the European Parliament, the Commission and the Council of the EU on 25 June 2015. The list of designated authorities that have access to data recorded in the EURODAC Central System for asylum purposes was published in OJ C 237 of 20.7.2015, which is the date of entry into effect of the EURODAC Recast Regulation.

In autumn 2015, preparation began on the 2-year VIS technical report. The collection of input from Member States proved to be a challenging exercise. By end of the year not all Member States had succeeded in providing the requested data, thus prompting significant delays. The report will be finalised and submitted in 2016.

In 2015 the Agency was requested by the Commission to contribute to the overall evaluation of SIS II as well as to

the evaluation of VIS. Those two exercises led by the Commission and to be finalised in 2016 requested in-depth contributions as well as a substantial set of statistics. The work that was begun in 2015 will be finalised and submitted to the Commission in Q1 2016, as per the requests.

Provision of Systems Training to Member States

In keeping with the Training Plan 2015, all scheduled training activities were delivered as foreseen. Below the complete list of all trainings delivered in 2015 is provided:

- training for SIRENE officers - specialised (with CEPOL)
- SIS II newcomer training programme for Croatia, on site visit
- technical training on EURODAC Recast
- webinar - recast functionalities
- training for SIRENE officers (with CEPOL)
- SIS II newcomer training programme for Croatia, on site visit
- SIS II operational training for MS
- classroom course: technical use of SIS II– train the trainer
- classroom course: technical use of EURODAC – train the trainer
- classroom course: technical use of VIS – train the trainer
- training for Schengen evaluators (with CEPOL)
- webinar biometrics and SIS eu-LISA contribution to CEPOL
- SIS II for SIRENE (with com and CEPOL)
- webinar: SM9
- BMS accuracy
- technical training on EURODAC - MS (with CEPOL)
- webinars for Schengen evaluators.

This year eu-LISA delivered seventeen training sessions on various scales and formats, from small workshops to large classroom courses, and from hands on training to webinars. In addition, several joint training activities involving JHA Agencies, the European Commission and some MS were also delivered. More than 500 trainees, from all MS using the systems, attended eu-LISA training this year. All training activities are supported by e-learning materials, currently still available on CEPOL's Learning Management System, and very soon available on eu-LISA's new SharePoint Learning Management System.

The average satisfaction rate of 88.15 % or 4.4/5 (following KPI indicators) clearly demonstrates very high satisfaction among trainees on eu-LISA and the overall added value of the training delivered in 2015

In addition, a training expert meeting of the JHA Agencies Network took place during which JHA training topics were discussed. A questionnaire on JHA Agencies' training activities, initiatives and further joint objectives was circulated and analysed by eu-LISA.

Preparatory activities for preparation and delivery of other courses in 2015 took place (update/creation of training curricula, management of service providers). The establishment of a new eu-LISA Training Platform also took place in 2015.

Training activities are summarised in yearly Implementation Report on eu-LISA Training activities which was submitted to AG and National Contact Points Network representatives.

The Agency will continue to provide the appropriate technical training on the use of SIS II, VIS and EURODAC to

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

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

Activities under Strategic Goal 2: 'Become an acknowledged ICT centre of excellence and service provider'

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

The activities in 2015 were focused at two main objectives, namely:

- to successfully complete ITSM Project Phase1 and to have the eu-LISA ITSM Framework adopted by the eu-LISA management Committee;
- to further improve and strengthen the eu-LISA ITSM tool in order to become an eu-LISA integrated ITSM tool.

Addressing the 1st objective, the SM9 Deployment project official kick off was organised in March 2015. The project has 3 main steps:

- Preparation
- Requirements, service and data model finalisation
- Implementation.

During the Preparation step the relevant training sessions were completed, the SM9 Playground installation and usage was organised and coordinated as well as the carrying out of the necessary IT infrastructure analyses. Internal workshops for gathering requirements and for raising awareness on the implementation and functioning within the ITSM tool were also carried out. In the scope of Step 2, the eu-LISA requirements were collected, analysed and agreed upon; the processes' workshops as well as the Universal Configuration Management Database (UCMDB) and Discovery workshops were organised; while special attention was given to the migration workshop. As an outcome, the list with eu-LISA requirements, together with the agreed service and data model was finalised. The implementation step, initiated in October 2015, covered all the agreed activities in the Project Plan, starting with preproduction SM9 environment installation and configuration. This step is scheduled to be completed in February 2016.

Addressing the 2nd objective, namely to finalised ITSM Project Phase 1, the following key activities were successfully completed:

- ITSM Project Phase 1 Roll out was organised;
- for the effective process implementation via HP SM9, the agreed eu-LISA ITSM policies are reviewed and updated by the relevant Process Owners, based on the SM9 model;
- workshops per process were also organised, aligning processes definitions with SM9's agreed models and vice versa. This has been done for Incident Management Policy, Problem Management Policy, Change Management Policy (both Internal and with MS), Request Fulfilment Policy, Configuration Management Policy, Service Level Management Policy;
- the overall eu-LISA ITSM Policy was defined, presenting the integrated process and service model for eu-LISA.
- the final package with the eu-LISA ITSM Framework was finalised in October 2015 and adopted by the Management Committee in December 2015.

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

In 2015 the governance model of the Agency continued to evolve: as a result of the efforts, the processes involved in delivery of the corporate services were documented as well as further efforts were taken to merge the service collection of operational and corporate services. Based on a quarterly review, the implementation of activities to achieve and/or maintain compliance with adopted Internal Control Standards were measured, in case necessary adaptations were carried out (such as by recommendations from e.g. IAS).

During the reported period the Annual Risk Management Exercise 2015 has been completed. Based on the corporate risk collection and risk assessment exercises, the Annual Corporate Risk Management Workshop was held on 19 October, followed by implementation of the 2015 Risk Response Plan, documenting all prioritised and managed corporate risks, including risk responses. In parallel, quarterly risk management status meetings with risk owners are being performed.

Growing the Agency's Technology and Business Expertise

The research and monitoring of technology activities were performed in line with the approved strategy and related roadmap. A research report on biometrics in Large-Scale IT was published in June 2015. An online survey specifically on biometric spoofing was disseminated to the Biometrics Institute Vulnerability Assessment Expert Group (BVAEG) and responses received that proved very useful in the drafting of a focussed report on spoofing that has now been completed. Ten staff members completed a week of training on biometrics, with information provided by several leading experts. The recorded sessions are being edited for later use.

To develop relationships with thought leaders and research institutions (both public and private) in areas of mutual interest, eu-LISA participated in various events, such as the Frontex conference, academic conferences in Darmstadt and Karlsruhe, presenting matters including biometrics and Smart Borders, and sharing information. Participation in conferences and meetings, including the Fidelity workshop, Smarter Borders 2016, and the Biometrics Institute BVAEG group, has continued.

In addition, the Agency maintained regular contacts with research institutions and academia, seeking particularly to exchange best practices and knowledge on IT systems and related matters. The Agency was also active in bilateral information exchange with academia and industry through the organisation of annual industry roundtables and the provision of presentations and/or participation in panel discussions at academic and research conferences, including the European Association for Biometrics Research Projects Conference, the 1st International Workshop on Identification and Surveillance for Border Control, and the European Conference on e-passports. Furthermore, interactions with the Commission's Joint Research Centre were frequent on matters including the JRC study on biometrics in SIS II and the evolution of EURODAC. Lessons learned during the research into biometrics have already been practically applied in projects, including SIS II biometrics and the Smart Borders pilot.

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

Partnerships with the Member States, EU Institutions and other parties and stakeholders

The main stakeholders of the Agency are the Member States, with whom interaction is carried out through the eu-LISA governing bodies - the Management Board and the three Advisory Groups (SIS II, VIS and EURODAC). In 2015 two meetings of the Management Board and four meetings of each Advisory Group took place. The Secretariat of the Management Board provided continuous administrative and logistical support to the Management Board and to the Advisory Groups.

In 2015 eu-LISA continued its active participation in the work of the EU Institutions, in particular the Council, the European Parliament and the Commission in the different fora discussing matters which concern the mandate of the Agency. The eu-LISA liaison office helped considerably to maintain close contact with the EU Institutions and to

ensure the regular participation of the Agency in all the relevant Working Groups, as well as in Parliamentary and Commission Committees. When requested, support was provided in different preparatory and technical meetings organised by the Council/Presidency, European Parliament and the Commission. The liaison office also contributed to a continuous dialogue and cooperation with the Member States' Representations in Brussels and facilitated the dialogue with other EU Agencies, NGOs and industry. Furthermore, the staff of the Agency, including its liaison office, ensured the representation of the Agency in different conferences (e.g. a conference on the internal security funds organised by the Commission and a conference on the 30 years of Schengen organised by the Centre for European Policy Studies held in Brussels).

Partnership with other Agencies

In 2015 eu-LISA continued to implement the provisions in the Working Arrangements previously signed with partner Agencies CEPOL, Frontex and EASO. With Frontex also an Annual Cooperation Plan 2015 was concluded, outlining the different activities where joint action would be taken in the course of the year. In addition, steps were taken to agree a Memorandum of Understanding with Europol and Working Arrangements with FRA and Eurojust.

Cooperation was enhanced with several Agencies who were closely involved in the Smart Borders Pilot Project carried out by eu-LISA in 2015. The scope of the Pilot Project encompassed a significant desk research element, which was developed in cooperation with FRA and Frontex, who provided their know-how and expertise.

Inter-agency relations were also taken forward by eu-LISA's participation at Frontex annual European Day for Border Guards in Warsaw on 21 May 2015, where eu-LISA and other JHA Agencies spoke in the panel and were present with a stand.

Cooperation relations between eu-LISA and other JHA Agencies were enhanced through the activities of the JHA Agencies Network (encompassing nine agencies), which eu-LISA was chairing in 2015. In this framework, three Contact Group meetings were held in the course of the year and a Training Expert Meeting took place in June in Tallinn. In addition, an ICT Expert Meeting was held in Strasbourg in July. The chairmanship was concluded by a high-level meeting on 3-4 November in Tallinn, convening the Heads of the JHA Agencies as well as representatives of the Commission, the LIBE Committee of the European Parliament, the Presidency (Luxembourg), the Council General Secretariat, the European External Action Service and OLAF. In 2015 the JHA Agencies took further steps to increase awareness of their strategic, analytical and other reports to make better use of the existing information within the limits of their mandates. The Agencies also shared information on the available measures in the field of combating terrorism, in particular foreign terrorist fighters. In addition, the Agencies discussed further possibilities and tools for secure information exchange, within the limits of their mandates, as well as cooperation in the field of business continuity and cyber security. Furthermore, cooperation in the area of training was continued and steps were taken to enhance and extend the joint actions. Various actions were also taken to increase the visibility of the Agencies vis-à-vis the EU institutions and bodies, as well as the general public.

Furthermore, the Agency continued to contribute to the EU Agencies Network by following the work and attending the thematic sub-groups, the Heads of Administration meetings, and the Heads of Agencies meetings held in Brussels and Dublin.

Further development of relations with external partners:

On 15 June 2015 eu-LISA and the Estonian Academy of Security Sciences signed a Memorandum of Understanding to formally establish cooperation for the exchange of information, expertise and best practices in the area of IT security, training and research. Cooperation with industry was developed through specific roundtables focusing on Smart Borders and state-of-the art technologies in the field of border management, with a special focus on biometrics. In 2015 the Agency organised two roundtables involving representatives of the industry as well as Member States, both in Tallinn and in Strasbourg, facilitating awareness raising on global developments in the field of technologies relevant for large-scale IT systems, the exchange of information and ideas for further exploration, and capacity building generally.

Further Strengthen External Communication:

External Communication and Information activities were performed in line with the approved work-plan and set

time-frames to achieve the three specific communication objectives – promote the Agency and maintain its positive image; ensure timely and accurate publication of documents stipulated in relevant legal bases; strengthen the Agency’s internet presence - in an efficient and targeted manner. Twelve major eu-LISA awareness and visibility actions (e.g. Annual Conference, two round-table events with industry; two information sessions with JHA Counsellors of European countries and one with EU Ambassadors; eu-LISA JHA Agencies Network presidency communication plan; Smart Borders project sectorial information campaign; publication of corporate and general public information publications; production of visibility items; Europe Day celebrations; stakeholder engagement events) were executed in line with the set time-schedule and according to defined requirements. All mandatory corporate publications were published according to the set EU standards and requirements for linguistic versions. In addition, informative leaflets on SIS II and EURODAC reports, a multilingual booklet on Smart Borders project, and the 2015 Conference report were produced and published on- and offline to further provide visibility to the core mandate of the Agency and promote its role in implementing the EU policies on an operational level. Under the eu-LISA Presidency of the JHA Agencies Network, a communication plan was successfully carried out, resulting in the production and dissemination of a corporate video to increase public awareness of the role of JHA Agencies in implementing EU policies for the benefit of citizens, while regular online coverage was provided on all the major activities of the network. A sectorial information campaign on the Smart Borders Pilot was executed according to the defined requirements resulting, in the production and dissemination of information and awareness materials in various sets of linguistic combinations (Smart Borders project Final Report, posters, leaflets, Q&A columns) and dissemination of 20 000 related visibility items. As a result of the proactive media outreach relations, including preparation and successful execution of media outreach actions in Strasbourg and Tallinn as well as production of on average weekly press- and news-releases (total 48), the coverage on eu-LISA was increased. Implementation of the service contracts under FWC Lot 1 and Lot 2 for integrated communication and event management was well on track, providing the required support for event-management and visibility services. Also, the eu-LISA Social Media Strategy was submitted and approved by the management of the Agency.

Activities under Strategic Goal 4: ‘Develop a modern, efficient and agile organisation’

Strategic planning

The Agency continued to evolve its strategic planning functionality and reporting during 2015. A major challenge in 2015 was the introduction of the new Single Programming Document. It doubled the efforts of the Agency in the area of planning. The MAWP of the Agency was sent for a formal opinion of the European Commission. A set of KPIs was adopted by the Management Boards and the Management Committee approved the methodology on the implementation of KPIs in eu-LISA. In 2016 the KPIs will be tested and the first report to the Management Board provided.

Financial management

A high level of ex-ante control was maintained in 2015 by further consolidating and streamlining finance procedures, which was reflected by the low number of reported errors and rejection in the ABAC workflow (less than 3 % of total transactions). A budget ownership model and revised financial workflows were agreed by the Management Committee to be implemented in the course of 2016. In this context ABAC training for OIAs and OVAs/AOs took place in Tallinn and Strasbourg by the end of the year. In addition, simplified templates for routing slips and check-lists were finalised.

In order to further improve the Agency's financial reporting capabilities and to allow more accurate reporting on the implementation of the budget, DWH/BO reporting was modified in 2015 and a dedicated dashboard for the follow-up of T1&T2 carried-over appropriations (C8) was implemented, while a one-page global implementation report was produced, summarising budget consumption, number of commitments and payments performed, and time to pay statistics.

All these measures significantly facilitated the budget implementation result, which exceeded 99 % of the 2015 budget in commitment and payment appropriations.

As to the consolidation of existing internal procedures and periodic review thereof, based on internal/external auditors' recommendations as well as changes in the applicable rules and regulations, the evaluation of an integrated management tool (Matrix) was completed, resulting in the conclusion that it does fit the Agency's requirements. Guidelines on the recognition of assets in IT projects were adopted with ED decision 95/15. For all project intake document/justification notes, a budget estimation methodology was requested.

Logistics and facilities management

During the last year an additional 30 workplaces were ensured in the Tallinn office space, mainly for new intra-muros arrivals and a contract for new parking spaces in Tallinn was signed, while a Site Agreement with the Estonian Government including a decision on the new HQ was ratified in March. The new HQ location was selected and the governmental decision for financial allocation concluded successfully. The architectural concept competition was accomplished and eu-LISA participated in the technical evaluation of the proposals completed in September 2015. Revision of the technical design specs started at the end of the year and will last in a non-intermittent way until October 2016.

Twenty additional workplaces were ensured for intra-muros contract personnel in Strasbourg. The contract for the new building in Strasbourg was signed on 10 June 2015. All requested extensions within the Data Centre were made available on time. Maintenance procedures were optimised and on schedule.

Finally, an asset classification check is performed for 100 % of the completed transactions for expenditure related to the systems under management.

Procurement

Customised coaching was provided for operational initiators for procedures launched during the reporting period. The experience gathered is currently shared via emails and workshops. When a case is considered useful for eu-LISA, it forms the object of a 'community of practice'. The lessons learned from the current VIS/BMS MWO contract were applied to the preparation of the technical specifications for the new contract starting in 2016; furthermore, the lessons learnt from the design of the new call for tenders for the VIS/BMS MWO were disseminated to the EURODAC and the Common Shared Infrastructure operational teams in view of the launch of the respective MWOs in 2016.

With a view to coordinating all phases of the procurement cycle of major procurement activities, reports were produced and shared with the management committee biweekly. The frequency was decided by the management committee on 14 April 15. The Procurement Acquisition Plan (PAP) is used as a reporting tool along with the Procurement dashboard for major procurement procedures. The PAP implementation report was regularly updated and provided to the Management Committee as an annex to the monthly SMART report.

To assure legal compliance, legal advice was provided on demand to project managers in complex cases involving, e.g. due diligence, acceptance of deliverables, payments and guarantees for both the large-scale IT Systems and other projects (e.g. Strasbourg building). External legal support for the Strasbourg reconstruction site was also activated, as requested by the contract management.

Human resources

The recruitment of an additional CA post in HR took place in accordance with the plan, resulting in the job offer being accepted and the starting date set for 16 December 2015. Another CA post of a short-term duration was created in 2015 in the Resources and Administration Department for the Administrative Assistant responsible for handling the contracts with the external service providers (the intra-muros and extra-muros). Staff turnover during 2015 was within the target set. Two posts were not replaced in preparation for the mandatory staff cuts (two posts in 2016) as required in the Communication of the Commission. As regards the future implementation of Smart Borders only partial work could be carried out, while the legislation is not adopted, namely, the identification of the resources potentially needed for the preparation of the call for the expression of interests (to conclude the reserve lists), while the job descriptions for the potential employee profiles were prepared. Job families were prepared in order to design the Competency Framework and job roles were regularly standardised. A staff Satisfaction Survey was also launched. A contract with the consulting company for the preparation of the Agency's Competency

Framework was concluded and the timeline agreed to carry out activities in 2016 that would result in the creation of the Agency-specific Competency Framework.

For the implementation of the Agency's Learning and Development Strategy and the implementation of the Agency's Annual Training Plan for 2015, the Agency adopted the ED decision on Provisional Rules for Learning and Development. Statistical reports on the annual implementation of the planned training activities as well as overall participation and evaluation of learning and development activities were completed. All planned training activities as well as additional ad-hoc activities were completed. Additional technical training sessions also took place during the reporting period. Activities were delivered as planned, resulting in eu-LISA staff attending on average 10.8 days of training. Staff working in Tallinn attended on average 8.3 days of training, while staff working in Strasbourg attended on average 12.2 days of training. Statistics on learning satisfaction rate have been collected systematically and resulted in overall satisfaction of eu-LISA staff with the 2015 learning activities, rating at 81 % on average.

To further embed and enhance e-learning culture within the Agency, the Ethics and Conduct Code e-module was rolled out. Additional e-learning (videos) resources were prepared and introduced for use as well and the development of an online on-boarding programme has been initiated. Moodle will be introduced as the Learning Management System solution in eu-LISA in 2016.

eu-LISA's HR strategy was adopted by the Management Committee in Q4 of 2015 and promulgated by the Executive Director's (ED) decision during the first week of 2016. The FIT programme was introduced in Q2 to encourage eu-LISA's staff participation in sports. The Staff Retention Policy consultation process was also completed and the policy introduced by ED's decision in Q4 of 2015. Guidelines for the implementation of teleworking in eu-LISA were prepared in Q2 and the Implementing Rule of the Commission on teleworking was adopted by the Management Board of eu-LISA for the implementation by analogy in Q4. A document for review and consultation with the Management Committee of eu-LISA was prepared on the Contract Renewal Procedure in Q3. Preparatory work for the staff data transfer to the e-HR tool Allegro has been completed and the testing process of Organigram carried out.

Internal communication

Implementation of the Agency's internal communications activities was carried out. Corporate communications were managed in a balanced manner to regularly meet the needs of the staff for corporate and administrative info in the different locations of the Agency. The Internal Communication Strategy for 2016-2020 was updated and submitted to the senior management for approval by the Management Committee. Related Action Plan for implementation of the internal communication activities in 2016 was elaborated. The videos and pictures within the 'eu-LISA Faces' project was managed to the set benchmark of 70 % completion. Involvement in the development of the Agency intranet site continues according to the corporate ICT infrastructure plans led by the Corporate Service Sector. The tailored intranet site was put into operation through a phased approach. The initial phase started with preparations for the definition of business owners, content production correspondents, and workflows under the integrated communication approach applicable to eu-LISA.

In order to reinforce two-way communication with the staff, quarterly Staff Assemblies were carried out in the form of face-to-face discussions with the ED.

On top of the planned activities, new initiatives like ED briefings on the topics of meetings of eu-LISA management-, advisory- and governance bodies were introduced and seven such briefings were carried out to ensure transparent and timely information-sharing on the operational, organisational and administrative matters of the eu-LISA among the staff of the different sites and locations of the Agency. At the end of 2015 the satisfaction survey for eu-LISA's internal communication tools and activities was carried out to follow up on the restructuring of the corporate communication management, assigned under the responsibility of the General Coordination Unit as of 1 August 2015, and to gather feedback from all eu-LISA staff (staff members, service providers, trainees) as the basis for further development of the internal communication tools and activities in accord with the expectations and needs of the staff.

Internal audit

The IAS Audit Report on Limited review of Internal Control Standards implementation was received in May. The Action Plan was agreed with IAS in June. IAC activity report on 'The audit of reliability of eu-LISA Accounts 2014' by an independent external auditor was delivered in July. The IAC Audit Report on contract management was delivered in October and the Action Plan agreed in November. ECA Final Report on Accounts 2014 was submitted to the Executive Director and Management Board on 30 October 2015. The first draft of the Quality Assurance and Improvement Programme for the Internal Audit Capability of the eu-LISA was ready in December. An internal Audit Plan for the year 2016 was consulted on with the Executive Director and approved by the Management Board in November. The ECA interim audit on Accounts 2015 was carried out as planned in December.

Part II (a) Management

2.1. Management Board

In 2015 the Agency has continued the very close and fruitful collaboration with its main management structure, the Management Board. In addition to the items approved by the Board in accordance with its functions set up by the establishing regulation, the Agency has brought to their attention all the significant risk and control issues identified during the reporting period.

As a standard practice, the Board adopted the Agency's annual work programme for the following year and the Agency's annual activity report for the previous year.

As an annual exercise, in close cooperation with the Internal Auditor of the Agency, the Board has analysed the progress report on the Internal Audit Plan 2015 and welcomed the coherent approach of the Agency with regard to providing assurance on a regular basis. In this regard, the Board adopted the Internal Audit Plan of eu-LISA for the year 2016.

The Management Board was involved in other periodical exercises, such as the adoption of the annual report on the activities of the Central Unit of EURODAC pursuant to Article 24(1) of Regulation (EC) No 2725/2000, adoption of the technical functioning of Central SIS II and the Communication Infrastructure, including the security thereof and the bilateral and multilateral exchange of supplementary information between Member States, adoption of the list of authorities which have access to the Central System of EURODAC, adoption of SIS II list of authorities, N.SIS II offices and SIRENE Bureaux, etc.

The Management Board welcomed the initiative of the Agency in relation with the Corporate Key Performance Indicators, acknowledging the importance of the tool for sound corporate governance. The adoption of this tool in 2015 opened the possibility for a better follow up of the Agency's performance.

According to the establishing regulation, one of the duties of the Agency is to monitor the developments in research relevant for the operational management of SIS II, VIS, EURODAC and other large-scale IT systems. Significant progress was made by eu-LISA in 2015 due to the adoption by the Management Board of the Research and Technology Monitoring Strategy. A few months later, as a result of this strategy, the Agency presented to the Board the first eu-LISA report on Biometrics in Large-Scale IT Systems.

The Agency also presented to the Board the overview of its draft Technology Strategy, which aims to establish the strategic direction for evolution of the technical infrastructure of the systems under its management. The Board endorsed the efforts of the Agency in this regard.

Other important documents analysed and adopted by the Management Board are the Anti-Fraud Strategy of eu-LISA and the Action Plan. The documents are based on the Commission's Common Approach on EU decentralised agencies that requires a set of anti-fraud measures to be put in place in the agencies. The action plan designed to implement the Agency's Anti-Fraud Strategy covers the period from March 2015 to March 2018. When implementing the actions, the Agency will wherever possible take advantage of synergy by cooperating with other agencies, and by sharing best practices with external partners. Actions will cover all the stages of the anti-fraud cycle: prevention, detection, investigation and corrective measures.

In terms of risks signalled by the Agency, the Board was informed that EURODAC has been facing serious capacity pressures due to the huge and unexpected increase in the number of transactions, stemming from the recent immigrant/refugee influx at the European borders. The projections carried out in the past regarding future traffic, based on the figures and projections of the Member States, were far below the actual reality for 2015. Based on the Agency's estimations and on the opinion of the EURODAC Advisory Group, the Board decided to approve the emergency measures on the increase of EURODAC capacity as well as its transactional throughput.

In relation to SIS II, the Agency brought to the attention of the Board the outcome of the SIS II AFIS study, referring to the possible use of photographs and fingerprints to be used to identify a person on the basis of his biometric

identifier. The Board took note on the readiness of the Agency to deliver biometric functionalities to SIS II and of the possible risks caused by the implications on its budget and staffing.

Started in 2014 and continued in 2015, the Biometric Matching System (BMS) Task Force, composed of representatives from the Member States, the European Commission, eu-LISA and the Contractor, issued a report with capacity upscale recommendations for the BMS. The progressive roll-out of the VIS and the exponential load increase in terms of transactions run through BMS has led to an excessive use of the initial capacity for which the BMS was designed. Taking into consideration that the objectives of the BMS Task Force were accomplished and risks previously presented to the Board were mitigated, the Board decided on the closure of this group.

In 2015 the Board was also involved in recruitment procedures. Being an important position for the Agency, the Board was invited to take part in the selection of the Accounting Officer of the Agency.

2.2. Major developments

During 2015 eu-LISA faced several external challenges related to developments in the field of security in Europe and beyond. The EU's external borders were faced with a sharp increase in arrivals of irregular migrants and asylum seekers. Another major challenge was the increase in terrorist activities. Thus, several objectives, milestones, recommendations and actions were established by the EU institutions and agencies, having an impact on the ongoing and planned activities of eu-LISA. Among others, the Revised EU Internal Security Strategy was agreed by the Council and the European Agenda on Migration⁴ and the European Agenda on Security⁵ were published by the Commission, setting high-level goals for practical actions in the future.

The European Agenda on Migration was rapidly followed by dedicated communications and action plans addressed to alleviating the migration pressure and promoting a better use of the existing tools, calling also for increased cooperation among the JHA Agencies. The JHA Agencies, including eu-LISA, took action bearing in mind that the high migratory flows impacting Europe require both immediate steps as well as sustainable long-term measures. The EU and national authorities need to work hand-in-hand to ensure a high level of security and strengthen the fight against irregular immigration, smuggling of and trafficking in human beings, as well as terrorism and other serious and organised crime, while respecting fundamental rights and personal data.

eu-LISA demonstrated flexibility and agility to address the new policy and operational realities, having:

- implemented in two months necessary changes in SIS II to enable the registration of foreign fighters;
- increased capacity and transactional throughput of EURODAC twice within four months to sustain its 24x7 availability to the Member States for registration of the vastly increased number of asylum seekers and irregular migrants;
- kept under control the VIS global rollout and tackled with agility the need for an increase in capacity for VIS and BMS;
- together with Frontex and EASO executed a pilot project in Greece to establish technical and organisational measures to increase the efficiency of the registration process of migrants in Hotspots.

The Agency refined its organisational structure by introducing sectors to improve the hierarchical lines, to distribute the workload more evenly and to respond to external needs. The Agency also started two projects to build new premises both in Strasbourg and Tallinn to address the shortage and quality of available working space.

⁴http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-migration/background-information/docs/communication_on_the_european_agenda_on_migration_en.pdf

⁵ http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf

2.3. Budgetary and financial management

eu-LISA is financed through different fund sources.⁶ The main revenue comes from the EU subsidy, received on an annual basis from the European Union budgetary authority, i.e. the European Parliament and the Council of the European Union.⁷ Further contributions have been received from associated countries and from a delegation agreement with the Commission for Smart Borders preparations in 2015.⁸

As part of its annual reporting framework, the Agency publishes its budget execution rates and performance indicators, which can help to highlight the efficiency and effectiveness with which the Agency was able to manage its spending during the reporting period.

Implementation of the 2015 budget appropriations

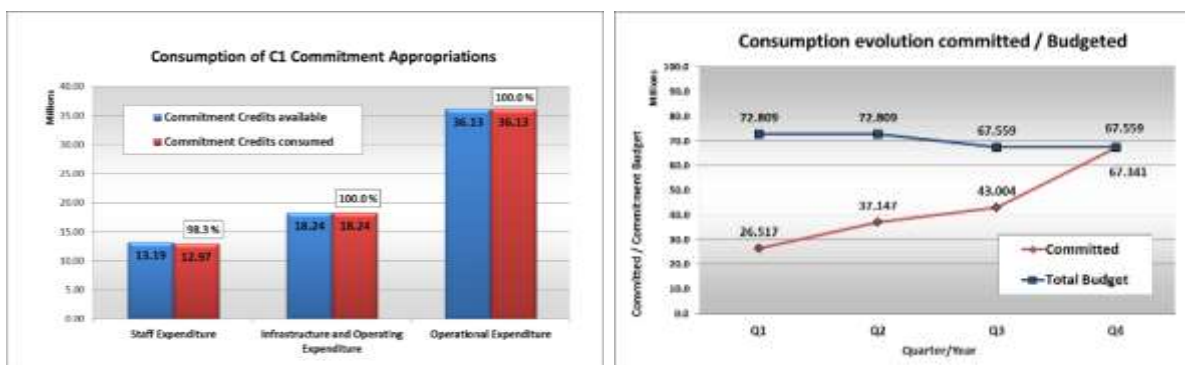
In 2015 eu-LISA managed a budget of EUR 67.6 M received from the EU subsidy. The initial budget of EUR 72.8 M was reduced by EUR 5.25 M⁹ in commitment and payment appropriations following a request from DG HOME to support the Union actions and emergency assistance in the framework of the Internal Security Fund. The reduction was preceded by a thorough analysis ensuring that no legal obligations and planned tasks of the AWP 2015 were negatively impacted.

The Agency retained its high budget implementation rate by the end of the year 2015:

- 99.7 % for commitment appropriations;
- 99.4 % for payment appropriations including the carry-forward of administrative expenditure to 2016.

Commitment appropriation execution

The commitment credits (C1) voted for 2015 were split among the different titles as follows: 53.5 % were foreseen for the operational budget, 27.0 % for infrastructure and operating expenditure, and 19.5 % for staff expenditure. The graphs below show the budget implementation by title at year end. It shall be noted that out of the total amount budgeted in Title 2, EUR 11.3 M is allocated to the project for reconstruction of the operational site of the Agency in Strasbourg.¹⁰



⁶ Article 32 of the Establishing Regulation.

⁷ This subsidy refers to the C1 commitment and payment appropriations (voted credits of the current budgetary year).

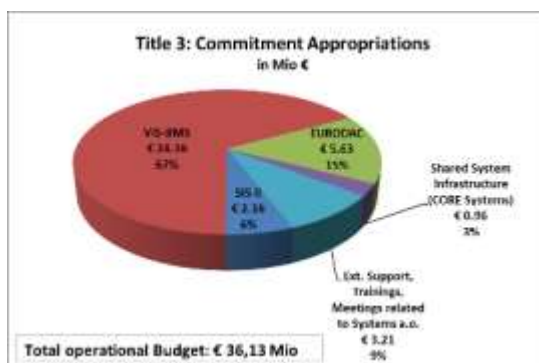
⁸ Contributions received as external assigned revenue and refer to Ro commitment and payment appropriations.

⁹ The Amending budget n. 1 was adopted by the Management Board on 13 August 2015.

¹⁰ This commitment appropriation was complemented by 10.2 M authorised by the Management Board for carry-forward in 2015. These C2 appropriations, duly committed by the end of 2015, are intended to be carried forward to 2016 together with the carry-over of the corresponding payment appropriations.

Operational expenditure (Title 3) detail: due to the multi-annual nature of contracts used to support core operations, EUR 38.8 M of 2015 open commitment appropriations have been automatically carried forward and will be paid in 2016 and in the upcoming years.

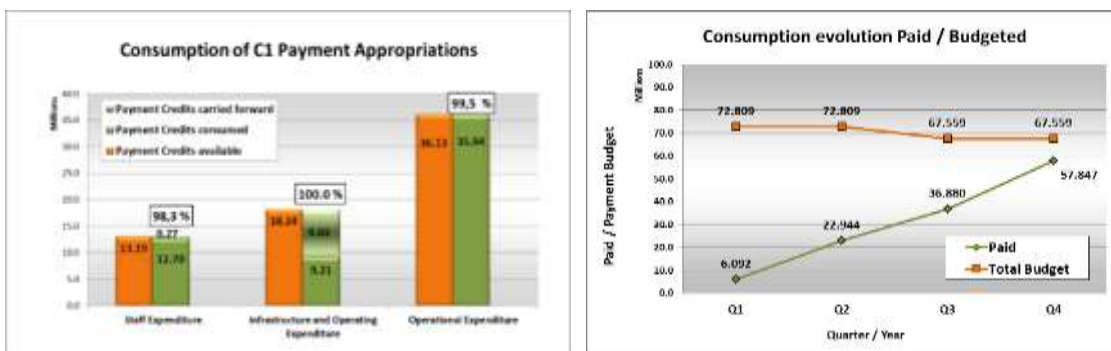
One hundred per cent of the operational budget, amounting to EUR 36.1 M has been implemented. The graph below illustrates the breakdown of the operational budget by chapter.



Payment appropriation execution

The total voted budget for payment appropriations amounted to EUR 67.6 M.

At the end of 2015, the execution of payment appropriations for C1 credits reached 99.4 %, including the carry-forward of administrative expenditure. The graphs below show the split of the total budget by title and the overall consumption of payments credits over the year 2015.



Furthermore, 91.3 % of the payment appropriations carried forward from 2014 to 2015 in administrative expenditure have been executed.

Commitment appropriations in Title 1 (Staff Expenditure)¹¹ amounting to EUR 0.27 M and in Title 2 (Infrastructure and operating Expenditure) summing up to EUR 9.03 M, not yet consumed through payments in 2015, and for which a valid legal commitment exists, will be carried-forward to 2016 together with the corresponding payment appropriations and will be fully used.

Within Title 3, the major share in payment appropriations was spent for VIS/BMS. The graph below shows the breakdown of executed payment credits for the operational budget.

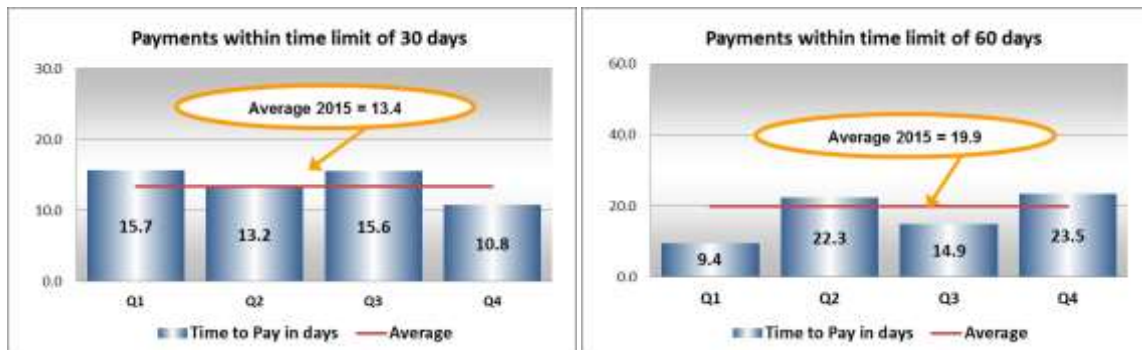
¹¹ Commitment and Payment appropriations related to remunerations are not carried forward.



Performance indicator: time to pay

A total of 2 421 transactions were carried out in 2015; 2 372 transactions with a maximum payment delay of 30 days, 48 with a maximum payment delay of 60 days, and one payment with a special payment delay of 46 days.¹²

The average time to pay for both types of payments remained far below the contractual time limit, with an average time to pay for 30-days payments of 13.4 days and for 60-days payments of 19.9 days.



Overall, 96 % of all transactions were paid within the time limit when compared to the contractual time limits. In total, 98 payments were delayed, out of which five resulted in late-payment interest amounting to EUR 1,807.94 paid to the contractor.

Procurement Procedures

In 2015 eu-LISA awarded a total of 295 contracts, out of which 76 further to procurement procedures were launched during the reporting year; the remaining 219 were awarded as specific contracts/orders in the scope of already established eu-LISA framework contracts (115 worth about EUR 8.1 M) or inter-institutional FWCs (104, worth about EUR 4.3 M).

In absolute value, negotiated procedures accounted for the most commonly used procedures in 2015 (71 cases, out of which 60 were below EUR 15K, nine below EUR 60K; five under the provisions of Art. 134 RAP), followed by open procedures (two cases).

The distribution by value (as a maximum ceiling of the contract) of procurement procedures completed in 2015 shows that about 84 % of the awarded value relates to open procedures, whilst the remaining 16 % concerns negotiated procedures (78.9 % below EUR 15K, 11.8 % below EUR 60K, and 6.6 % under Art. 134 RAP).

¹² See Art. 92 FR

2.4. Human resources (HR) management

Developments

In 2015 the Agency created and adopted its HR Strategy and the Staff Retention Policy that will guide the activities in the area of the Human Resources Management during the next 3-5 years. Eight Implementing Rules¹³ to the Staff Regulations of Officials (hereinafter referred to as 'the Staff Regulations') and the Conditions of Employment of the Other Servants (hereinafter referred to as 'the CEOS') of the European Union that were adopted by eu-LISA in 2015 enhance the legal framework of the HR work that currently consists of 37 such rules. The internal guidelines were developed for the practical application of teleworking and leave management at eu-LISA.

Particular emphasis was placed on developing the appropriate frameworks for professional training for staff and providing solutions to enable participation in the training to those staff members who are working in shifts, on stand-by duty or who extensively travel on missions.

Preparation was completed for further development and implementation of the competency framework in 2016.

In 2015 eu-LISA carried out the annual appraisal of its entire staff and the first planned reclassification of the Temporary Agents.

Under the social measures applied by eu-LISA several initiatives were introduced and implemented or continued:

- With the aim of supporting the activities enhancing health, the Agency introduced in June 2015 the 'FIT Programme'. By the end of the year, 40 staff members of eu-LISA were benefitting from it;
- The granting of the nursery allowance was continued with 13 staff members and their 14 children were benefitting;
- A welcome pack and the administrative information for the newcomers were prepared and updated.

The work on customisation of the requirements for the electronic HR tool Allegro went through the phase of testing and the two modules: (a) Personal Administration and (b) Organisational Structure are in use. The other modules are still under development or testing by the HR team (e.g. the Training, e-Recruitment, Time and Leave Management, 360 degrees evaluation). Manuals for the use of Allegro in Personal Administration, Organisational Structure and Training were prepared.

Learning and Development

The annual training needs analysis for 2015 was carried out, based on information from the staff members ('bottom up approach') cross-referenced with the contribution by the line managers regarding the training needs for the personnel working in their units ('top down approach'). The results of the findings were used as a basis for the eu-LISA Annual Training Catalogue 2015.

The number of training sessions organised in two sites was at the Tallinn Headquarters 5.1 and at Strasbourg 6.6, while the average number of training days per site respectively were 8.3 and 12.4.

The average number of training days per person in 2015 was 10.8 days.

Establishment Plan and the headcount

In 2015 the total staff population of eu-LISA consisted of 138 posts, including 120 Temporary Agents, 12 Contract Agents and 6 Seconded National Experts.

The Establishment Plan of eu-LISA is presented in the table in Annex IV. The Establishment Plan of the Agency does not contain the posts for officials, nor clerical posts classified as AST/SC.

¹³ In 2015 eu-LISA adopted the following eight Implementing Rules: (1) on the appraisal for the Executive Director, (2) on the conduct of administrative inquiries and disciplinary procedures, (3) on harassment, (4) on setting up of the Staff Committee, (5) on appraisal of Temporary Agents, (6) IR on appraisal of Contract Agents, (7) on engagement of Temporary Agents (2f), (8) on Teleworking.

There was no change introduced to the Establishment Plan in 2015.

In terms of headcount, at the end of December 2015 there were 135 full-time staff members (117 Temporary Agents (TA), 12 Contract Agents (CA) and six Seconded National Experts (SNEs) and five Interns, of which 33 % were women and 67 % men. There are 73 TAs, six CAs and three SNEs deployed to the Strasbourg site, one CA is working in the eu-LISA Brussels Liaison Office, while in Tallinn the staff distribution was as follows: 44¹⁴ TAs, five CAs and three SNEs. Agency staff represented 22 nationalities. The below graph presents the number of eu-LISA staff members per type of contract and split between the offices of the Agency.

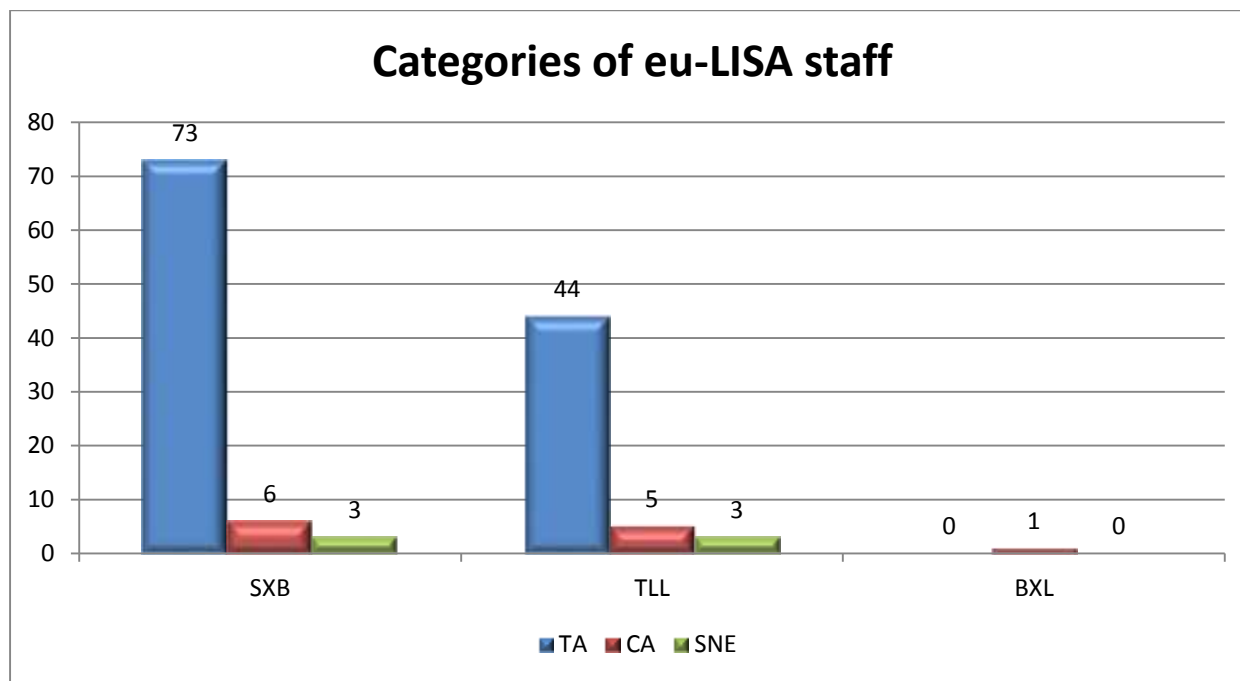


Figure 5: Categories of eu-LISA staff.

Three posts of Temporary Agents were vacant at the end of the year. Two of them are considered to be staff cuts¹⁵ in 2016.

Organisational structure

In 2015 the following changes were made to the organisational structure of eu-LISA, affecting the headcount:

- the Resources and Administration Department (RAD) has been restructured with the creation of a Corporate Services Sector and a change of name of the Budget and Finance Unit into the Finance and Procurement Unit;¹⁶
- a post of Assistant to the Head of RAD was transformed into a post for Internal Communication Assistant and transferred to the General Coordination Unit (GCU);
- in the General Coordination Unit (GCU) new Sectors were established:¹⁷ Corporate Governance and Planning Sector, the External Affairs and Capacity Building Sector, and the External and Internal Communication Sector. For the appointment of the Heads of Sectors no additional posts were created;
- in the Units of the Operations Department (OD) new Sectors were established¹⁸ without the creation of any

¹⁴ Three posts were vacant on 31.12.2015.

¹⁵ Communication to the European Parliament and the Council: 'Programming of Human and Financial Resources for Decentralised Agencies 2014-2020. of 10.7.2013, COM (2013) 519 final.

¹⁶ Decision No. 75/2014 of the Executive Director of eu-LISA of 6 October, 2014 on updated organisational structure of eu-LISA.

¹⁷ Decision No. 62/2015 of the Executive Director of eu-LISA of 4 September, 2015 on Establishment of Sectors in the General Coordination Unit.

¹⁸ Decision No. 67/2015 of the Executive Director of eu-LISA of 15 September, 2015 on Establishment of Sectors in the Operations Department.

additional posts for the appointment of the Heads of Sector. In the Application Management Unit, the five following sectors were established: Border Management Systems, Internal Security and Asylum Systems, Service Design and Transversal Services, Production Applications Support, and Test and Integration Services. In the Operations Infrastructure Unit, the following three sectors were established: Service Desk Sector, Network Infrastructure Sector and System Infrastructure Sector.

- A post HR Payroll Assistant was moved to the Finance and Procurement Unit and transformed into a post of Financial Assistant for Payroll¹⁹.

The organisational chart of eu-LISA is presented in Annex III.

Performance indicators in the area of HR

The Agency set the performance indicators²⁰ for the areas related to the HR, which serve to measure the rate of absenteeism and staff turnover.

The absenteeism rate is measured against 12 days of absence without a medical certificate per staff member, excluding other types of absence, such as annual or special leave or sickness with a medical certificate. In 2015 a total of 149 days of absence were accounted for, giving an average of 1.99 days of absence per staff member who took a leave without a medical certificate or 1.1 day in relation to the number of all eu-LISA staff (headcount: 135 statutory staff members).

The exit turnover of staff was approximately 4 % as 5 employees left the organisation in 2015. This is within the benchmark set for the turnover key performance indicator (KPI) at 5 %.

Compensatory leave schemes

The Agency is required in accordance with paragraph 28 of the Parliament's Discharge Report '2011 discharge: performance, financial management and control of EU agencies'²¹ to report on the number of days of leave authorised to each grade under the flexitime and compensatory leave schemes.

Flexitime is a default working pattern applied by analogy at eu-LISA in accordance with the Implementing Rule on working time.²² The mandate of the Agency to offer the services to the Member States on the continued basis (24/24/7) imply that part of the staff work in shifts or on stand-by duty. The interventions to the IT systems managed by the Agency require from time to time that the work is performed outside of regular office hours, including at night or on a public holiday. Therefore, compensation for the over-time, acquired under flexitime or during the stand-by duty interventions, or for the particular projects is an inherent feature in the operation of the organisation.

The table below presents the number of leave days granted as compensation for overtime, split per grade of the staff members and the average number of days of those absent.

GRADE	Overtime compensation (in days)	Compensation for interventions (in days)	Compensation for flexitime (in days)
AD05	39.2	6.9	186.3
AD06	0.0	0.0	35.5
AD07	27.3	4.5	190.1
AD08	8.0	0.0	33.0
AD09	0.0	0.5	61.5
AD10	0.0	1.0	13.5
AD11	0.0	0.0	17.5

19 Decision No. 99/2015 of the Executive Director of eu-LISA of 10 December, 2015 on the update of the organigram of the Agency to increase business continuity in the payroll management.

20 eu-LISA Corporate Performance Indicators, document adopted by the Management Board of eu-LISA on 15 March 2015 (ref. 2015-042).

21 P7_TA(2013)0134

22 Commission decision on working time of 15 April 2015, C (2014) 2502 adopted by the MB of eu-LISA on 15 May 2015.

AD12	0.0	0.0	0.0
AD13	0.0	0.0	0.0
AD14	0.0	0.0	0.0
AD15	0.0	0.0	0.0
AD16	0.0	0.0	0.0
AST01	0.0	0.0	0.0
AST02	0.0	0.0	0.0
AST03	22.0	0.0	87.5
AST04	2.0	0.0	1.0
AST05	20.0	0.4	36.5
AST06	0.0	0.5	16.0
AST07	0.0	0.0	27.5
AST08	0.0	0.0	0.0
AST09	0.0	0.0	0.0
AST10	0.0	0.0	0.0
AST11	0.0	0.0	0.0
Subtotal	118.4	13.8	705.9
Number of people	30.0	12.0	74.0
Average number of days of compensatory leave	3.1		9.5

If the total number of the compensatory leave days would be divided between all the Agency staff, the average number of days would be respectively:

- for overtime²³ - 0.88 day
- for interventions during the stand-by duty²⁴ – 0.23 day
- for flexitime²⁵ – 6 days

The below chart presents the number of days of compensatory leave for overtime and interventions during the stand-by duty and the average number of days split per grade.

²³ Total number of staff members is counted as 117 that were employed on 31 December 2015.

²⁴ 59 staff members are assigned to work on stand-by duty.

²⁵ Total number of staff members is counted as 117 that were employed on 31 December 2015.

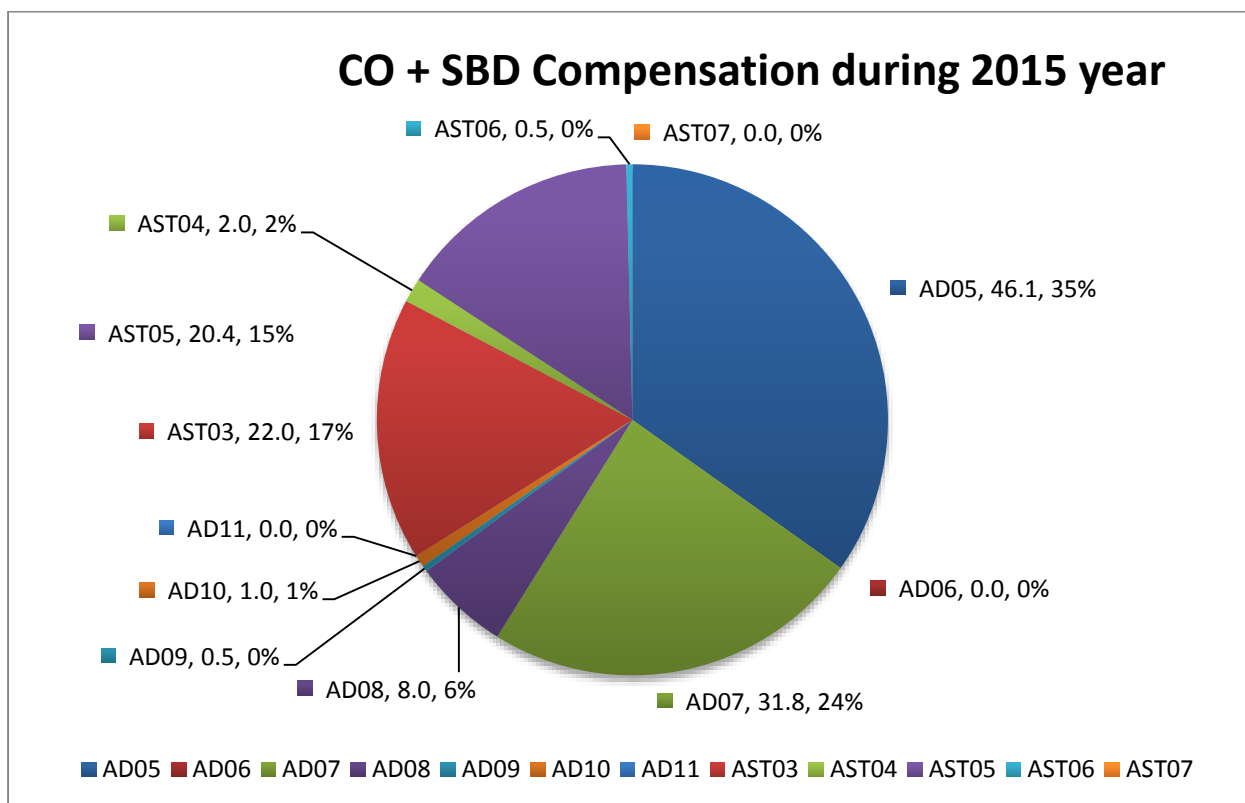


Figure 6: Number of days of compensatory leave for overtime and interventions during the stand-by duty and the average number of days per grade.

The below chart presents the number of days and the average number of days of flexitime compensation split per grade.

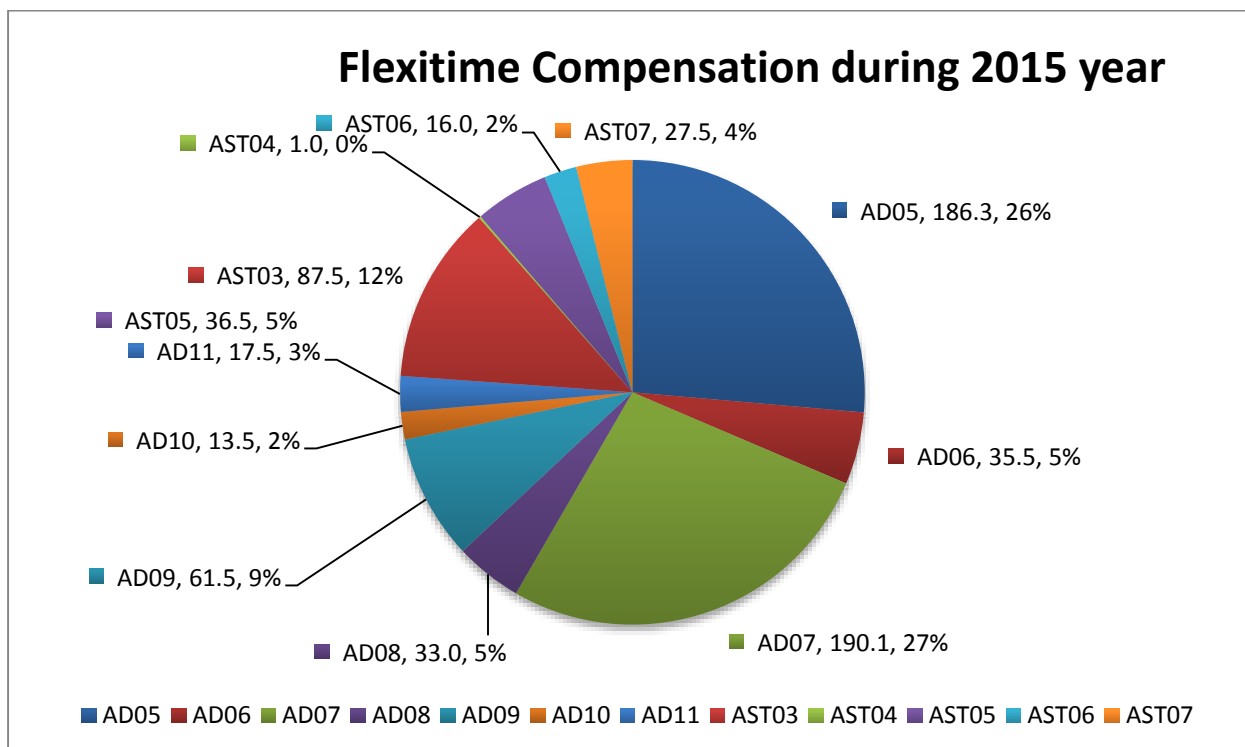


Figure 7: Number of days and the average number of days of the flexitime compensation per grade.

Brief description of the results of the screening/benchmarking exercise (i.e. overheads/operational ratio; main findings, etc.)

eu-LISA has undertaken its second benchmarking exercise to identify the ratio of the administrative and operational staff in order to respond to the requirements of the Framework Financial Regulation (FFR), which stipulates that all Agencies should carry out such a benchmarking exercise on an annual basis to justify administrative expenditure in a more structured and transparent way.

The screening exercise was conducted in accordance with the methodology agreed by the Heads of Administration of the European Agencies.²⁶

The results of the 2015 screening are presented in the tables in Annex IV:

- The first table in Annex IV presents the Establishment Plan of eu-LISA.
- The second table shows the levels, in which the key roles listed by the European Commission for benchmarking of key functions are represented in eu-LISA.
- The third, indicative, table presents the comparison of the results of the benchmarking exercise undertaken in 2014 and in 2015.

The comparison shows a slight increase of the number and percentage of the posts of the Neutral type, which has occurred due to recruitment of two additional Contract Agents and one Temporary Agent to the Finance and Procurement Unit of eu-LISA, thus reducing the percentage of the Operational and Administrative Support as well as the Coordination -type posts.

The ratio between the Administrative versus Operational and Neutral posts remains at a similar level as in 2014, which was 21.59 % in 2015.

2.5. Assessment by management

The Agency's Internal Control Standards (ICSs) (as outlined within Article 30, Article 44 (2) and Article 47 (1) (b) of the Financial Regulation of the Agency) were adopted by the Management Board by written procedure in June 2014. The 16 individual control standards are structured around six major areas: i) mission and values; ii) human resources; iii) planning and risk management process; iv) operations and control activities; v) information and financial reporting; and vi) evaluation and audit. An Internal Control Coordinator has been formally appointed by the Executive Director.

eu-LISA's internal control system integrates all 16 ICSs adopted by the Agency, establishing the overall internal control environment and providing assurance to management that objectives are being achieved, with robust financial and operational checks and balances in place. This framework is monitored on a regular basis to ensure that the controls that are in place work effectively.

In 2015, activities have been performed to conclude a comprehensive eu-LISA Service Catalogue, based on all individual service descriptions. In addition, an exercise for business process mapping and visualisation has been carried out, with the involvement of relevant staff to ensure the content and practicality of the results. In this respect, ensuring the continuity of services for financial and operational activities is done based on the establishment of handovers and back-ups.

The Agency's financial management and control is based on core processes for the areas of procurement (from the assessment of needs to the selection of the suppliers, followed by an award decision), budget implementation (from establishing the financial commitment to payment, contract monitoring and recoveries) and budget management, which form a basis for achieving sound financial management.

Ex-ante verification: Each operation is verified on regularity, conformity and sound financial management. In the

²⁶ Methodology for Agencies Job Screening annexed to the Note from the Meeting of the Heads of Agency of 16-17 October 2014.

financial circuits applied at eu-LISA, the function of verification and authorisation are accomplished by several persons, following the best practices of sound financial management. As ex-post controls are not compulsory according to the Financial Regulation and were not identified as missing during, for example, the Agency's risk analysis, they have not been implemented yet in the organisation.

Since 2013, eu-LISA has established a procedure and register to document exceptions and non-compliance events. For 2015, a total of 15 exceptions and non-compliance events have been registered. In addition, for 2015, no fraud cases or lost assets were detected in the Agency.

2.6. Budget implementation tasks entrusted to other services and entities

Not Applicable.

2.7. Assessment of audit results during the reporting year.

2.7.1. Internal Audit Service (IAS)

Limited review of Internal Control Standards implementation

Objective and scope

The objective of this engagement was to assess the status of implementation of the 16 Internal Control Standards (ICS) in eu-LISA and, where necessary, make recommendations for improving the effectiveness of controls.

The scope of the review covered the 16 ICS adopted by the eu-LISA Management Board in June 2014.

Opinion issued

The IAS acknowledges the efforts of eu-LISA, which enabled significant progress towards the full implementation of the baseline requirements within the relatively short timeframe since the Agency was granted its financial autonomy in May 2013. Monitoring ICS implementation is a continuous process embedded in the (risk-) management routine of the Agency.

The implementation of the standards does not yet correspond in all aspects to the baseline requirements as defined by the Commission and *mutatis mutandis* adopted by eu-LISA. Important progress still needs to be made as four standards are yet to be implemented, while six standards are considered largely implemented, and six standards are considered fully implemented.

Summary of Findings and Recommendations

The IAS issued 14 recommendations, of which no critical issue was identified, five were rated as 'Very Important' and nine as 'Important'. The five 'Very Important' issues are briefly described below:

1. Finalise the ethical framework and ensure evidence of acceptance by staff members (ICS2) – very important:
 - eu-LISA management should continue its efforts to finalise and fully adopt the ethical framework;
 - eu-LISA should obtain, upon recruitment and when appropriate, written (or electronic) acknowledgement that a staff member received, understood and accepted all relevant information regarding applicable ethical rules and codes;
2. Timely adoption of the Annual Work Programme (ICS5) – very important:
 - eu-LISA The Agency should strengthen efforts to adopt and communicate its 2016 Annual Work Programme within the timelines foreseen in the basic act.
3. Establish a Corporate IT Governance Strategy and Policy (ICS7) – very important:

- eu-LISA should continue its efforts towards the development and adoption of an agency-wide IT Governance Strategy and Policy. The role of Corporate IT should be formally defined.
4. Complete the establishment of a comprehensive process handbook and exception reporting (ICS8) – very important:
- eu-LISA should continue its efforts to finalise the documentation of its processes and procedures. The agency-wide process handbook should contain an inventory of processes and procedures and refer to the relevant detailed documentation, including its stage of approval and validity. In addition, a procedure clearly identifying roles and responsibilities in the drafting, approval, adoption and periodic review of processes and procedures should be put in place. Exceptions to standard practices should be duly motivated and recorded;
5. Adopt an agency-wide Business Continuity Framework (ICS10) – very important:
- eu-LISA management should continue its efforts to establish and adopt a comprehensive, agency-wide Business Continuity Framework, including provisions for its implementation, testing and continuous updating.

2.7.2. Internal Audit Capability (IAC)

Audit on contract management

Objective and scope

The objective was to make an assessment and to provide the Executive Director and the Board with independent assurance on the effectiveness of the internal control system as regards contract management in eu-LISA.

The scope was a review of the arrangements to monitor the implementation of the contracts procured, for the core IT systems and the non-core activities, active on 30 April 2015.

Limitations: the 'design and build' contract of the premises in Strasbourg was out of the scope.

Opinion issued

Based on the results of the audit as described above in the objective and scope, the Internal Auditor believes that the Internal Control System in place provides reasonable assurance regarding the achievement of contract management objectives except for the following, very important, issues:

- definition and organisation of contract management
- contract governance.

Summary of findings and recommendations

The IAC raised five recommendations, of which no critical issue was identified, two were rated as 'Very Important' and three as 'Important'. The two 'Very Important' issues are briefly described below.

1. Definition and organisation of contract management – very important:
 - Set specific, measurable, achievable, relevant, and time bound objectives for contract management in the management plans,
 - Assign formally the rights and responsibilities for decisions regarding contract management,
 - Put in place without delay an organised, collaborative and structured process of critically analysing the Agency's expenditures that can be used to make decisions for purchases, and documented in a Sourcing Strategy.
2. Contract governance – very important:
 - Review, update, and communicate the MWO VIS/BMS contract to the relevant stakeholders.

2.7.3. European Court of Auditors (ECA)

Audit on the annual accounts of eu-LISA for the financial year 2014

Objective and scope

Pursuant to the provisions of Article 287 of the Treaty on the Functioning of the European Union (TFEU), the Court has audited:

- (a) the annual accounts of the Agency, which comprise the financial statements²⁷ and the reports on the implementation of the budget²⁸ for the financial year ended 31 December 2014, and
- (b) the legality and regularity of the transactions underlying those accounts.

Opinion on the reliability of the accounts

In the Court's opinion, the annual accounts of the Agency present fairly, in all material respects, its financial position as at 31 December 2014 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer.

Opinion on the legality and regularity of the transactions underlying the accounts

In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2014 are legal and regular in all material respects.

Emphasis of matter in relation to the reliability of the accounts

Without calling into question the opinion expressed in paragraph 8 (above), the Court draws attention to the valuation of the Schengen Information System (SIS II), the Visa Information System (VIS) and EURODAC (systems) in the Agency's accounts. The operational management of these systems is the Agency's core task. In the absence of reliable and complete information in respect of their total development cost, they are recorded in the Agency's accounts at their net book values as per the Commission's books and updated at year end (approximately EUR 6.6 million at date of transfer and EUR 2.1 million at 31 December 2014). These values relate mainly to hardware and off-the-shelf software components and do not include software development costs (see note 6.3.1 to the annual accounts of the Agency).

Summary of findings and recommendations

The ECA made two comments²⁹.

1. Budgetary management – very important:

- out of the EUR 6.6 million committed appropriations for titles I (staff expenditure) and II (administrative expenditure) which were carried over from 2013 to 2014, EUR 1.7 million (26 %) were cancelled in 2014, showing that budgetary needs were overestimated at the end of 2013;

2. Budgetary management – very important:

- Committed appropriations carried over to 2015 were very high for title II (administrative expenditure) at EUR 15 million, i.e. 87 % (2013: EUR 6 million or 79 %). These carry-overs mainly resulted from delayed procurements for the extension and refurbishment of the Agency's site in Strasbourg. Carry-overs of committed appropriations were also high for title III (operational expenditure) at EUR 24.5 million (85 %) (2013: no comparative figures available), mainly in relation to multi-annual contracts for the maintenance

²⁷ These include the balance sheet and the statement of financial performance, the cash flow table, the statement of changes in net assets and a summary of the significant accounting policies and other explanatory notes.

²⁸ These comprise the budgetary outturn account and the annex to the budgetary outturn account.

²⁹ All the comments made by ECA are rated as 'very important'

of the IT systems. The high levels of cancelled carry-overs from 2013 and the extent of carry-overs made from 2014 to 2015 is at odds with the budgetary principle of annuality. Reliable procedures for budget planning, execution and monitoring need to be put in place.

2.8. Follow-up of recommendations and action plans for audits

Status of audit recommendations

Out of the 30 recommendations issued, one was merged, four were closed and 25 recommendations are open. So far, IAC and ECA followed up their recommendations issued in 2014 and the closure rates are:

- IAC follow-up closure rate 50 %
- ECA follow-up closure rate 50 %

The following table provides an overview of audit recommendations:

IAS, IAC and ECA* recommendations by rating	Total of which:	Merged	Closed	Implemented	In progress	Past due
Critical ³⁰	0	0	0	0	0	0
Very important ³¹	15	0	3	5	7	0
Important ³²	15	1	1	4	9	0
Total	30	1	4	9	16	0

* All the recommendations issued by ECA are rated as 'very important'

Reading key for the headers in the table above:

Merged – the Auditor merged the recommendation with a similar one,

Closed – the Auditor formally closed the issue,

Implemented – This is an assertion by the recommendation owner. The issue is ready for the Auditor's follow-up with a view to closure,

In progress – Implementation proceeds according to the plan. Deadline not due or new action plan / deadline agreed with the Auditor,

Past due – Recommendation was not implemented by the agreed deadline. Management Board attention is required. The objective is to monitor the implementation of action plans put in place following various audit recommendations.

Brief presentation of critical and very important issues:

³⁰ Critical: Fundamental weakness in the audited process that is detrimental at the Entity level.

³¹ Very important: Fundamental weakness in the audited process that is detrimental to the whole process.

³² Important: Significant weakness in the whole audited process or fundamental weakness to a significant part of the audit process.

#	Auditor / Year / Audit title – Issue	Rating	Owner	Status
1	ECA / 2014 / Report on the annual accounts of the Agency for the financial year 2013 – Internal Control Standards (ECA)	Very important	ED	Closed
2	ECA / 2014 / Report on the annual accounts of the Agency for the financial year 2013 – Insurance coverage for fixed assets	Very important	Head of RAD	Implemented
3	ECA / 2014 / Report on the annual accounts of the Agency for the financial year 2013 – Contribution of associated countries	Very important	Head of RAD	Implemented
4	ECA / 2014 / Report on the annual accounts of the Agency for the financial year 2013 – Headquarters agreement with Estonia	Very important	Head of GCU	Closed
5	IAS / 2015 / Limited Review of the Implementation of Internal Control Standards (ICSs)- 2. Finalise the ethical framework and ensure evidence of acceptance by staff members	Very important	Head of HRTU	In progress
6	IAS / 2015 / Limited Review of the Implementation of Internal Control Standards (ICSs)- 6. Timely adoption of the Annual Work Programme	Very important	Head of GCU	Implemented
7	IAS / 2015 / Limited Review of the Implementation of Internal Control Standards (ICSs) - 10. Establish a Corporate IT Governance Strategy and Policy	Very Important	Head of RAD Management Committee	In progress
8	IAS / 2015 / Limited Review of the Implementation of Internal Control Standards (ICSs)- 11. Complete the establishment of a comprehensive process handbook and exception reporting	Very Important	ED Head of GCU Head of OIU ICC	Implemented
9	IAS / 2015 / Limited Review of the Implementation of Internal Control Standards (ICSs) - 12. Adopt an agency-wide Business Continuity Framework	Very Important	Security Officer	In progress
10	IAC / 2014 / Audit Report on Budget Related Processes – 2.2.3 Budget presentation	Very Important	Head of GCU Head of FPU	Closed
11	IAC / 2014 / Audit Report on Budget-Related Processes – 2.2.5 Internal Control overridden	Critical ↓ Very important	Head of RAD Head of OPS Head of GCU	Implemented
12	IAC / 2015 / Audit Report on Contract Management - 1.2.1 Definition and organisation of contract management	Very Important	Head of RAD Head of OPS	In progress
13	IAC / 2015 / Audit Report on Contract Management - 1.2.2 Contract governance	Very Important	Head of FPU Legal Officer	In progress
14	ECA / 2015 / Audit Report on the annual accounts of the eu-LISA for the financial year 2014- Budgetary needs were overestimated at the end of 2013	Very Important	Head of RAD	In progress
15	ECA / 2015 / Audit Report on the annual accounts of the eu-LISA for the financial year 2014- Committed appropriations carried over to 2015 were very high for title II and title III. Reliable procedures for budget planning, execution and monitoring need to be put in place.	Very Important	Head of RAD	In progress

2.9. Follow-up of observations from the discharge authority,

At the time of preparation of this report the only discharge procedure for 2013 was accomplished, while procedure for 2014 was ongoing. Table below provides information with regards to actions performed by the Agency to address observations of the Discharge Authority for 2013.

Area	Remark	Update from eu-LISA
Reliability of the accounts	<p>Notes with concern that the Court's report emphasises the issues related to the valuation of the SIS II, VIS and EURODAC systems in the Agency's accounts;</p> <p>notes furthermore that although the valuation was not materially misstated, the Court found those issues as essential and drew attention to this matter;</p> <p>notes that the operational management of those systems is the Agency's core task and that the systems were transferred from the Commission to the Agency in May 2013 by way of a non-exchange transaction;</p> <p>notes, moreover, that in the absence of reliable and complete information in respect of the total development cost of those systems, the value of the systems was recorded in the Agency's accounts at their net book values as per the Commission's books and updated at year-end;</p> <p>is concerned that those values relate mainly to hardware and off-the-shelf software components and do not include software development costs;</p>	<p>As the book value of assets transferred by the Commission to the Agency has been established by the accounting rules of the Commission, there was no action that the Agency had to or could perform in this respect.</p> <p>The book value of transferred assets being derecognised on the side of the Commission was equal of the book value being recognised by the Agency at the time of transfer.</p> <p>The Court repeated the emphasis of the matter in their observations for FY2014 that is expected to be lifted for FY2015, as the book value of transferred assets from the Commission will become immaterial due to the yearly application of depreciation of the asset value.</p> <p>Evolution of the book value of migrated assets in question:</p> <p>EUR 6.6 million at date of transfer in 2013</p> <p>EUR 2.1 million at 31 December 2014</p> <p>EUR 0.2 million at 31 December 2015</p>
Budget and financial management	<p>Notes that according to Regulation (EU) No 1077/20111, the Commission was responsible for the Agency's establishment and initial operation until it was</p>	<p>Agency is not in a position to provide an update as long as the remark does not call for any specific action on behalf of eu-LISA.</p>

	<p>granted financial autonomy;</p> <p>notes with concern that a delay in the completion of the Agency's accounting system affected its payment planning and its preparation of the provisional accounts;</p>	
	<p>Notes that a more detailed analysis per budget title could not be carried out by the Court as a result of the budget being executed by the Commission;</p>	<p>The Agency is not in position to provide an update as long as remark does not call for any specific action on behalf of eu-LISA.</p>
	<p>Acknowledges from the Agency's final annual accounts that budget implementation rates were 96 % for commitment appropriations and 67 % for payment appropriations;</p>	<p>The Agency gradually adopts a structured approach to budget ownership, which is expected to improve and further strengthen budgetary management, monitoring, and control for all appropriations.</p> <p>It resulted in budget implementation rate –including automatic as well as non-automatic carry forwards– exceeding 99 % for both commitments and payment appropriations in the 2014 budget.</p>
	<p>Takes note that according to Regulation (EU) No 1077/2011, countries associated with the implementation, application and development of the Schengen acquis and EURODAC-related measures must make a contribution to the Agency's budget;</p> <p>notes, furthermore, that although Schengen-associated countries were using the systems managed by the Agency in 2013, the Commission's negotiations were still ongoing;</p> <p>calls on the Agency to inform the discharge authority about the state of play as regards the negotiations;</p>	<p>Negotiations with associated countries have been led by the European Commission rather than the Agency, and individual agreements concluded with each of them.</p> <p>As a final step, national parliaments of these countries had to ratify the agreements. Iceland notified the Council on 23 July 2013 that it accepted the Regulation. Similarly, Lichtenstein informed the COM on 25 February 2014 that its constitutional requirements have been fulfilled, thereby making the Agency Regulation binding on it. Switzerland and Norway have not accepted the establishing Regulation in their legal order yet.</p> <p>Signature of the envisaged arrangement between the EU and the associated countries on the modalities of their participation in the Agency (including on voting rights and on financial contributions) is pending/stumbling on the outstanding issue of Article 8 on privileges and immunities (PPI).</p>

		<p>Initialling of the arrangement would not be possible before acceptance by all associated countries of the arrangement.</p> <p>As mentioned above, the financial contribution of the associated countries to the Agency is foreseen in the arrangement. As far as titles 1 and 2 of the Agency budget are concerned the financial contribution is due as from 1 December 2012, the date of entry into operation of the Agency and payable as from the date of conclusion of the arrangement. As far as title 3 of the Agency is concerned, the financial contribution is due and payable as from 1 December 2012 on the basis of the respective Association agreements.</p> <p>In autumn 2014 the COM¹ services concluded that the Agency may issue recovery orders for the contributions of the associated countries to Title 3 carried out on the basis of the association agreements without waiting for the conclusion or the entry into force of the arrangement that is being negotiated. Nevertheless, the Agency already started to recover the direct expenditures related to the use of the systems from these countries and for 2013 expenditure of EUR 0.6 million was recovered.</p>
<p>Commitments and carry-overs</p>	<p>Notes that the budget monitoring efforts during the financial year 2013 resulted in a budget implementation rate of 98.95 % and that the payment appropriations execution rate was 28.94 %;</p>	<p>The Agency gradually adopts a structured approach to budget ownership, which is expected to improve and further strengthen budgetary management, monitoring, and control for all appropriations. It resulted in budget implementation rate that – including automatic as well as non-automatic carry forwards – exceeded 99 % for both commitments and payment appropriations in the 2014 budget.</p>

	Notes that the high level of committed appropriations carried forward to 2014 comes mainly from Title II and Title III appropriations and is due to the fact that the Agency has a number of multiannual contracts related to its core activities;	The Agency is not in a position to provide an update as long as the remark does not call for any specific action on behalf of eu-LISA.
Procurement and recruitment procedures	Notes that for 2012, neither sampled transactions nor other audit findings have led to any comments on the Agency's procurement procedures in the Court's report;	Agency is not in a position to provide update as long as a remark does not call for any specific action on behalf of eu-LISA.
Prevention and management of conflict of interests	Expresses its deep concern about the Agency's failure to answer the discharge authority's questionnaire relating to questions on conflicts of interests; calls on the Agency to inform the discharge authority about the policies put in place with regard to the prevention and management of conflicts of interests; urges the Agency to publish CVs and declarations of interests of its Executive Director, Management Board and national experts who sit on Advisory Boards by the end of December 2015;	<p>Art. 21 of the Agency's establishing regulation requests all members of the Management Board and Advisory Groups to issue an annual public statement of interest in writing. The Agency follows strictly this requirement and all annual statements are dully signed and kept by the Secretariat of the Management Board. Furthermore, there are no national experts sitting in the Management Board and Advisory Groups of the Agency.</p> <p>Following the observation of the Discharge Authority, the Agency published on its web site the annual public statement of interest of the Executive Director, the Chair and the members of the Management Board.</p> <p>The internal Code of Conduct has also been published.</p> <p>Finally, the Management Board adopted in November 2015 the Anti-fraud strategy of the Agency</p>
Internal controls	Takes note that the project to implement the Agency's internal control standards (ICS) was ongoing at the end of 2013 and that the ICS were approved by the Management Board in June 2014;	The Agency is not in a position to provide an update as long as a remark does not call for any specific action on behalf of eu-LISA.
	Notes from the Court's report that the Agency has no insurance coverage for fixed tangible assets, except for multi-risk fire for its seat premises in Tallinn; calls on the Agency to inform the discharge authority about the results of any remedial actions taken regarding this matter;	Following the recommendation of the Court, the agency started and successfully concluded a procurement procedure to acquire necessary insurance. An insurance contract has been signed with Drabber-Neff Assurance company.

Internal audit	<p>Takes note that the Agency's Internal Audit Capability started to function in October 2013;</p>	<p>The Agency is not in position to provide an update as long as a remark does not call for any specific action on behalf of eu-LISA.</p>
	<p>Notes that the Commission's Internal Audit Service (IAS) carried out a preliminary risk assessment of the Agency's major administrative processes in order to prepare future internal audit plans; points out that the IAS identified a number of potential high risk areas that have been included in the audit activities for 2014, including business continuity, procurement, governance, facilities management and others; takes note that the Agency has started implementing measures aimed at mitigating the identified risks;</p>	<p>Agency is not in a position to provide an update as long as a remark does not call for any specific action on behalf of eu-LISA.</p>
Performance	<p>Acknowledges that the Agency's seat is located in Tallinn (with 46 occupied posts) while its operational activities are carried out in Strasbourg (with 79 occupied posts) and the business continuity site is in Sankt Johann im Pongau (Austria);</p> <p>takes note of the Court's opinion that management effectiveness would increase and administrative costs would be reduced if all staff were centralised in one location;</p> <p>calls on the Commission to therefore include the advantages and disadvantages of having three different locations in its evaluation report to be prepared in accordance to Article 31 of the Agency's establishing Regulation, in particular expected budget savings, reflections on practical arrangements and costs with regard to a potential centralisation of its activities;</p>	<p>The Agency is not in a position to provide an update as long as the request of the European Parliament has been directed to the European Commission.</p>
	<p>Takes note that at the time of the Court's audit, negotiations were ongoing between the Agency and the host Member State with the aim of reaching a headquarters agreement that would clarify the conditions under which the Agency and its staff will operate;</p>	<p>The negotiations have been successfully concluded and the agreement signed between the Agency and France for the operational site of the agency in Strasbourg. As of today the agreement still expects ratification from the Parliament of France.</p>

	calls on the Agency to inform the discharge authority about the state of play of the negotiations until the end of December 2015;	
	<p>Acknowledges that the Agency has started its operations in December 2012 and has gained financial independence only in May 2013;</p> <p>calls on the Agency to conclude as urgent as possible a headquarters agreement with Estonia, that will clarify the conditions under which the Agency and its staff operate;</p>	<p>The negotiations have been successfully concluded and the agreement signed at the end of 2014. The Headquarters Agreement was ratified by the Estonian Parliament on 18th February 2015 and entered into force in March 2015</p>

Part II (b) External Evaluations (where applicable)

At the time of writing this report (January 2016) the Agency is undergoing an external evaluation, in accordance with Art. 31 of Regulation 1077/2011. After the evaluation is concluded in February 2016 the Agency will develop a plan to address recommendations and reflect on any recommendations resulting from the evaluation. The plan will be adopted by the Management Board.

Part III Assessment of the effectiveness of the internal control systems

3.1. Risk Management

The Agency is following a comprehensive risk management framework that includes on an annual basis the collection of risks, the assessment and prioritisation of risks as well as the performing of a corporate risk management workshop that is carried out during the 4th quarter of each year. At the workshop, risk owners as well as risk strategies and responses are decided. The outcome is documented in the annual corporate risk response plan, which is valid until the following annual corporate risk management workshop, defining also the details for the risk-monitoring exchange between the risk owners and the Corporate Governance and Risk Management Officer.

For the year 2015, in total eight corporate risks have been identified and dealt with within the Agency's corporate risk response plan, mostly related to areas of budget, resource and planning. For those risks, 23 individual risk measures have been built up with the nominated risk owners, of which 21 have been implemented to sufficiently mitigate the risks identified and their impact for the organisation.

In order to minimise risks regarding fraud, relevant procedures on the Agency's ethical framework were produced, updated, communicated and made available to staff. On an annual basis training is organised to create awareness amongst staff. For details on the eight corporate risks, please refer to Annex VII.

3.2. Compliance and effectiveness of Internal Control Standards

All 16 approved eu-LISA Internal Control Standards have been applied and integrated in a balanced way to the tasks stemming from the AWP 2015 for the Agency. In 2015, the 16 Internal Control Standards have been further detailed to 144 individual ICS measures, assigned to relevant staff members in the organisation. To support the efficient and effective implementation of ICS at eu-LISA, the established function of the Internal Control Coordinator (covered by the Corporate Governance and Risk Management Officer) creates a focal point for providing information and awareness as well as a capacity for monitoring and reporting.

On an annual basis, the effectiveness and efficiency of the Internal Control System is assessed by the Internal Control Coordinator. For this purpose, the eu-LISA Internal Control Standard's register (which documents the status of each individual measure related to the implementation of the Internal Control Standards at the Agency) is consulted to extract the necessary data, which is summarised and forwarded as a report to the eu-LISA Management Board for their information. Alongside this annual, internal assessment of the ICS implementation, in the 1st quarter of 2015, the Internal Audit Service has assessed the implementation of the Internal Control Standards at the Agency: following a generally positive result, an action plan was concluded to support the Agency in further achieving compliance.

Reviewing the 2015 ICS compliance efforts, it can be seen that a number of key deliverables in relation to ICSs are already in place (e.g.). For other areas with the implementation status of 'in progress', it can be assessed that related works are on good track: () responses to missing items for achieving or maintaining compliance have been planned and assigned to actors, designated actions for 2015 are foreseen. Finally, the compliance status of some ICSs at the end of 2014 has to be seen in the light of the overall establishment process of the Agency.

To further facilitate the Agency's effort in having an efficient and effective system for internal control, the Internal Control Coordinator in 2015 performed a prioritisation exercise which results in proposals for 2016 updates to the ICS measures for implementation of the Internal Control Standards. As outcomes, the Agency in 2016 will focus on a status update to be delivered in January 2016 as agreed. For details on the implementation of the ICS, please refer to Annex VII.

Part IV. Management assurance

4.1. Review of the elements supporting assurance

The building blocks of assurance underpin the reasonable assurance given by the Authorising Officer in his declaration of assurance of the Annual Activity Report. In summary:

Building block 1:

Assessment by management:

The management of the Agency has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

Furthermore, management of the Agency recognises the need for maintaining a high level of efficiency of its internal control environment and continuous assessment and strengthening of existing internal controls in order to achieve and then maintain full compliance with the requirements of the 16 ICSs adopted and to ensure the achievement of the objectives in its annual work program.

Register of exceptions

The Agency has had a procedure in place for the registration of exceptions since 2013. In the beginning of 2015, a formal procedure for the registration and management of exceptions has been adopted. Its overall objective is to establish appropriate arrangements to ensure that any exceptional circumstance of significant instances of overriding controls or deviations from the established regulatory framework is well explained, registered and reported in accordance with the principle of transparency. An exception must be documented, justified and approved at the appropriate level before any action is taken.

In 2015, 15 exceptions and non-compliance events from the established procedures were registered. The Authorising Officer has determined that such exceptions or non-compliance events do not require a formal reservation in the declaration of assurance on the basis of materiality.

Building block 2: External audit results

IAS Opinion (ICS limited review)

The IAS acknowledges the efforts of eu-LISA, which enabled significant progress towards the full implementation of the baseline requirements within the relatively short timeframe since the Agency was granted its financial autonomy in May 2013. Monitoring ICS implementation is a continuous process embedded in the (risk-) management routine of the Agency.

The implementation of the standards does not yet correspond in all aspects to the baseline requirements as defined by the Commission and mutatis mutandis adopted by eu-LISA. Important progress still needs to be made as four standards are yet to be implemented, while six standards are considered largely implemented, and six standards are considered fully implemented.

ECA Opinion – (Audit Report on 2014 Accounts)

Opinion on the reliability of the accounts:

In the Court's opinion, the annual accounts of the Agency present fairly, in all material respects, its financial position as at 31 December 2014 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer.

Opinion on the legality and regularity of the transactions underlying the accounts:

In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2014 are legal and regular in all material respects.

Emphasis of matter in relation to the reliability of the accounts

Without calling into question the opinion expressed in paragraph 8 (above), the Court draws attention to the valuation of the Schengen Information System (SIS II), the Visa Information System (VIS) and EURODAC (systems) in the Agency's accounts. The operational management of these systems is the Agency's core task. In the absence of reliable and complete information in respect of their total development cost, they are recorded in the Agency's accounts at their net book values as per the Commission's books and updated at year end (approximately EUR 6.6 million at date of transfer and EUR 2.1 million at 31 December 2014). These values relate mainly to hardware and off-the-shelf software components and do not include software development costs (see note 6.3.1 to the annual accounts of the Agency). *(Eu-LISA position: The 'emphasis of matter' refers to the presentation of the value of assets transferred at book value from the Commission in 2013 in the Agency's accounts, as a part of the process of creating the financial autonomy of the agency. The procedure followed by the European commission was standard and applied to all other EU agencies. As long as book value of assets transferred by the Commission to the Agency has been established by the internal accounting rules of the Commission, there was no action that the Agency had to or could perform in this respect. Present 'emphasis of matter' is a repetition of the same observation of the Court expressed on the Agency's accounts 2013. The emphasis should be lifted in the next audit period i.e. 2015, as the value of those assets, net of amortisation accumulated in the financial year 2015, will be materially insignificant. To illustrate with figures, below is shown the effect of amortisation, how the book value of those assets has decreased since 2013: EUR 6.6 million at date of transfer in 2013; EUR 2.1 million at 31 December 2014; EUR 0.2 million at 31 December 2015 (forecast value))*

Building block 3: Follow-up of reservations from previous reporting periods

The declaration of assurance of the Authorising Officer in the Annual Activity Report 2014 did not contain any reservations.

Conclusion

Based upon the above stated in Part II and Part III, a conclusion can be made that there are no significant weaknesses in internal controls identified that might have impact on the declaration of assurance.

4.2. Reservations (if applicable)

On the basis of the information provided above, the Authorising Officer did not issue any reservations.

4.3. Overall conclusions on assurance (where applicable)

I, the undersigned, Executive Director of the European Agency for Operational Management of Large-Scale IT Systems in the area of freedom, security and justice (eu-LISA,)

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service, the work of the Internal Audit Capability and the recommendations from the reports of the Court of Auditors.

Confirm that I am not aware of anything not reported here which could harm the interests of the Agency.

Tallinn,

.....(signature)

Krum GARKOV

ANNEXES

Annex I. Core business statistics

In 2015 the Management Board of eu-LISA adopted a set of Key Performance Indicators (KPIs). The first measurement of the KPIs is expected in the second semester of 2016. The list of KPIs is as follows:

- Security: Number of identified critical shortcomings during security tests;
- Security: Number of implemented IT security preventative measures per IT system;
- EURODAC: system availability;
- EURODAC: system response time;
- Wide Area Network (WAN) availability (for SIS II and VIS systems);
- SIS II: system availability;
- SIS II: system response time;
- VIS/BMS: system availability;
- VIS/BMS: system response time;
- Cancellation rate of carried-over payment appropriations;
- Rate (%) of budgetary commitments implementation;
- Rate (%) of utilisation of payment appropriations in the budget year;
- Ratio of investment / maintenance costs compared to overall cost of the systems under management;
- Ratio of administrative/support resources to operational resources;
- Number of payments completed within the statutory deadlines;
- Average square metres of office space per FTE (m²);
- Number of external participants in the training courses;
- Procurement: compliance with the Agency's Procurement Acquisition Plan (PAP): the percentage of allocated budget for procurements that has been implemented;
- Procurement project management: % of main procurement projects on schedule;
- User satisfaction: % of MS users satisfied or very satisfied with the overall service provided by eu-LISA;
- Strategic planning: % of Milestones identified in the Annual Work Programme met or on schedule;
- Member States Systems Helpdesk Performance;
- Project management: assessing completed projects against defined quality/cost/time parameters;
- Percentage of audit recommendations implemented within stipulated deadlines;
- HR: number of uncertified & certified absence days from work a year per employee (annualised average) within reporting period;
- HR: Percentage of annual staff turnover;
- Staff skills index, calculated as the qualifications of job holders vs. job requirements;
- HR: Staff satisfaction / engagement level;
- External communications reach of eu-LISA within selected media channels.

Annex II. Statistics on financial management

1. Initial budget, transfers and amending budgets

The table below summarises at chapter level the internal budgetary transfers operated by the Agency for C₁ funds, as well as the amending budget approved by the Management Board in August 2015.

Budget Chapter	Commitment Appropriations				Payment Appropriations			
	Initial budget	Transfers	Amending budget	Final budget	Initial budget	Transfers	Amending budget	Final budget
TITLE 1 - STAFF EXPENDITURE	15,605,354.00	- 1,463,009.20	- 950,000.00	13,192,344.80	15,605,354.00	- 1,463,009.20	- 950,000.00	13,192,344.80
A-11 Salaries & allowances	13,803,754.00	-1,042,675.45	-850,000.00	11,911,078.55	13,803,754.00	-1,042,675.45	-850,000.00	11,911,078.55
A-12 Expenditure related to recruitment	88,000.00	-57,801.00		30,199.00	88,000.00	-57,801.00		30,199.00
A-13 Mission Expenses	300,000.00			300,000.00	300,000.00			300,000.00
A-14 Socio-Medical Infrastructure	1,013,600.00	-387,532.75	-100,000.00	526,067.25	1,013,600.00	-387,532.75	-100,000.00	526,067.25
A-15 Training for Staff	400,000.00	25,000.00		425,000.00	400,000.00	25,000.00		425,000.00
TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE	17,932,000.00	356,443.19	- 50,000.00	18,238,443.19	17,932,000.00	356,443.19	- 50,000.00	18,238,443.19
A-20 Expenditure for premises	13,040,000.00	705,625.08		13,745,625.08	13,040,000.00	705,625.08		13,745,625.08
A-21 Corporate IT & Telecom	1,450,000.00	275,200.87		1,725,200.87	1,450,000.00	275,200.87		1,725,200.87
A-22 Movable Property and Associated Costs	115,000.00	-68,439.08		46,560.92	115,000.00	-68,439.08		46,560.92
A-23 Current Administrative Expenditure	280,000.00	2,761.61	-50,000.00	232,761.61	280,000.00	2,761.61	-50,000.00	232,761.61
A-24 Postage	10,000.00	18,500.00		28,500.00	10,000.00	18,500.00		28,500.00
A-25 Management Board	240,000.00	-13,780.80		226,219.20	240,000.00	-13,780.80		226,219.20
A-26 Information and Publications	400,000.00	60,120.50		460,120.50	400,000.00	60,120.50		460,120.50
A-27 External Support Services	1,577,000.00	-560,765.14		1,016,234.86	1,577,000.00	-560,765.14		1,016,234.86
A-28 Security	820,000.00	-62,779.85		757,220.15	820,000.00	-62,779.85		757,220.15
TITLE 3 - OPERATIONAL EXPENDITURE	39,271,746.00	1,106,566.01	- 4,250,000.00	36,128,312.01	39,271,746.00	1,106,566.01	- 4,250,000.00	36,128,312.01
B3-0 Shared System Infrastructure (CORE Systems)	4,510,000.00	-2,747,086.63	-800,000.00	962,913.37	2,510,000.00	-133,709.25	-1,300,000.00	1,076,290.75
B3-1 SIS II	2,100,000.00	864,747.20	-800,000.00	2,164,747.20	8,100,000.00	-1,668,173.42	-800,000.00	5,631,826.58
B3-2 VIS-BMS	26,450,000.00	-393,841.31	-1,900,000.00	24,156,158.69	19,450,000.00	3,705,477.88		23,155,477.88
B3-3 EURODAC	1,000,000.00	4,630,822.44		5,630,822.44	4,000,000.00	-1,072,736.83	0.00	2,927,263.17
B3-6 Ext Supp Services directly related to CORE Systems	3,806,500.00	-1,134,545.57	-750,000.00	1,921,954.43	3,806,500.00	416,849.08	-2,025,000.00	2,198,349.08
B3-7 Meetings missions dir related to the CORE systems	715,246.00	-205,136.00	0.00	510,110.00	715,246.00	-130,280.42	-75,000.00	509,965.58
B3-8 Training directly related to operations	690,000.00	91,605.88	0.00	781,605.88	690,000.00	-10,861.03	-50,000.00	629,138.97
TOTAL	72,809,100.00	-	- 5,250,000.00	67,559,100.00	72,809,100.00	-	- 5,250,000.00	67,559,100.00

2. Implementation of the budget of the year (fund source C₁):

As far as the 2015 appropriations (fund source C₁) are concerned the Agency reached a high level of budget implementation, exceeding 99 % in both commitment and payment appropriations taking into consideration the automatic carryover of appropriations.

BUDGET TITLE	COMMITMENTS (C1)			PAYMENTS (C1)		
	Budgeted	Consumed	%	Budgeted	Consumed	%
Title 1 – Staff expenditure	13,192,344.80	12,974,376.17	98.3%	13,192,344.80	12,974,376.17	98.3%
<i>of which, executed</i>		12,974,376.17	98.3%		12,702,845.23	97.9%
<i>of which, automatic carry forward</i>		-			271,530.94	2.1%
Title 2 – Infrastructure and Operating expenditure	18,238,443.19	18,238,443.19	100.0%	18,238,443.19	18,238,443.19	100.0%
<i>of which, executed</i>		18,238,443.19	100.0%		9,206,045.26	50.5%
<i>of which, automatic carry forward</i>		-	-		9,032,397.93	49.5%
Title 3 – Operational expenditure	36,128,312.01	36,128,312.01	100.0%	36,128,312.01	35,938,271.97	99.5%
TOTAL EUR	67,559,100.00	67,341,131.37	99.7%	67,559,100.00	67,151,091.33	99.4%
<i>of which, executed</i>		67,341,131.37	99.7%		57,847,162.46	85.6%
<i>of which, carried forward</i>		-			9,303,928.87	13.8%

3. Implementation of the budget for other fund sources

In addition to the budget of the year (fund source C1), the Agency implemented appropriations:

- from internal assigned revenue (fund source C4);
- from internal assigned revenue carried over (fund source C5);
- carry forward of commitments (differentiated in Title 3 and non-differentiated in Titles 1 and 2) and the corresponding payment (non-differentiated only) appropriations from previous years (fund source C8);

Budget Title	Fund Source	Commitment			Payment		
		Budgeted	Consumed	% Commit	Budgeted	Consumed	% Payment
A-1 Staff expenditure	C1	13,192,344.80	12,974,376.17	98.3 %	13,192,344.80	12,702,845.23	96.3 %
	C4	627.70			627.70		
	C8	314,632.88	255,456.42	81.2 %	314,632.88	255,456.42	81.2 %
	Subtotal	13,507,605.38	13,229,832.59	97.9%	13,507,605.38	12,958,301.65	95.9%
A-2 Infrastructure and Operating Expenditure	C1	18,238,443.19	18,238,443.19	100.0 %	18,238,443.19	9,206,045.26	50.5 %
	C2	10,232,443.46	10,232,443.46	100.0 %	10,232,443.46		
	C4	24,200.00	15,744.33	65.1 %	24,200.00	9,605.72	39.7 %
	C8	4,915,728.22	4,517,314.20	91.9 %	4,915,728.22	4,517,314.20	91.9 %
Subtotal	33,410,814.87	33,003,945.18	98.8%	33,410,814.87	13,732,965.18	41.1%	
B0-3 Operational Expenditure	C1	36,128,312.01	36,128,312.01	100.0 %	36,128,312.01	35,938,271.97	99.5 %
	C4	595.00			595.00		
	C8	70,195,112.97	69,963,468.44	99.7 %			
	R0	3,968,800.27	2,967,493.44	74.8 %	3,968,800.27	1,518,179.58	38.3 %
Subtotal	110,292,820.25	109,059,273.89	98.9%	40,097,707.28	37,456,451.55	93.4%	
ALL	TOTAL	157,211,240.50	155,293,051.66	98.8%	87,016,127.53	64,147,718.38	73.7%

4. List of budgetary transfers

During 2015 the following internal transfer operations were performed under article 27 (1) (b) of the Agency's Financial Regulation:

BUDGETARY TRANSFERS in 2015				
Reference	Date	Budget Line	Commitment Appropriation	Payment Appropriation
LIS_566	17/03/2015	Ao2600 Information and Publications	250,000.00	250,000.00

		A02700 External Support Services	-250,000.00	-250,000.00
LIS.570	07/04/2015	B03300 EURODAC MWO	0.00	-174,313.00
		B03301 EURODAC Other	0.00	174,313.00
LIS.574	18/05/2015	A02330 Other Running Costs	-17,386.20	-17,386.20
		A02331 HR fees and charges	17,386.20	17,386.20
LIS.582	17/06/2015	A02200 Other Technical Equipment and Installation	-10,000.00	-10,000.00
		A02400 Postage	10,000.00	10,000.00
LIS.584	17/06/2015	B03200 VIS-BMS MWO	-150,000.00	-150,000.00
		B03800 Training directly related to operations	150,000.00	150,000.00
LIS.594	13/07/2015	A02000 Expenditure for premises EE	332,955.37	332,955.37
		A02700 External Support Services	-332,955.37	-332,955.37
LIS.598	28/07/2015	A02330 Other Running Costs	-25,000.00	-25,000.00
		A02700 External Support Services	75,000.00	75,000.00
		A02800 Corporate Security	-50,000.00	-50,000.00
LIS.608	28/08/2015	A01402 European school	-209,032.75	-209,032.75
		A02010 Expenditure for premises FR	227,286.37	227,286.37
		A02020 Expenditure for premises AT	7,641.22	7,641.22
		A02320 Legal Expenses	-7,641.22	-7,641.22
		A02330 Other Running Costs	-6,800.00	-6,800.00
		A02400 Postage	6,800.00	6,800.00
		A02700 External Support Services	-18,253.62	-18,253.62
LIS.612	24/09/2015	B03200 VIS-BMS MWO	0.00	-1,424,247.84
		B03201 VIS-BMS Other	0.00	1,424,247.84
LIS.614*	24/09/2015	A02000 Expenditure for premises EE	20,000.00	20,000.00
		A02600 Information and Publications	-20,000.00	-20,000.00
LIS.616	30/09/2015	A01100 Basic salary	-196,000.00	-196,000.00
		A02320 Legal Expenses	196,000.00	196,000.00
LIS.627	27/10/2015	A01100 Basic salary	-203,202.00	-203,202.00
		A01101 Household allowance	-18,789.00	-18,789.00
		A01102 Dependent child allowance	-71,891.00	-71,891.00
		A01103 Education allowance	-25,014.00	-25,014.00
		A01104 TA Expatriation and Foreign Residence Allowances	-102,671.45	-102,671.45
		A01105 TA Overtime Shifts and on-call duty	-3,876.00	-3,876.00
		A01110 Basic salary	-23,196.00	-23,196.00
		A01124 Daily allowance	-11,000.00	-11,000.00
		A01125 Monthly allowance	-14,000.00	-14,000.00
		A01130 Insurance against sickness	-25,432.00	-25,432.00
		A01131 Insurance against accidents occupational disease	-884.00	-884.00
		A01132 Unemployment insurance	-8,951.00	-8,951.00
		A01140 Birth and Death Allowances	-7,383.00	-7,383.00
		A01141 Travel Expenses for Annual Leave	-100,573.00	-100,573.00
		A01144 Other Allowances	-5,882.00	-5,882.00
		A01181 Travel expenses (taking up duties)	-45,758.00	-45,758.00
		A01182 Installation and reassignment allowance	-45,516.00	-45,516.00
		A01183 Removal Expenses	-87,478.00	-87,478.00
		A01184 Daily subsistence allowance	-35,479.00	-35,479.00
		A01200 Travel Expenses	-21,001.00	-21,001.00
		A02000 Expenditure for premises EE	59,500.00	59,500.00
		A02010 Expenditure for premises FR	151,971.00	151,971.00
		A02030 Expenditure for premises BRUX	-2,500.00	-2,500.00
		A02100 Corporate IT & Telecom	56,480.00	56,480.00
		A02200 Other Technical Equipment and Installation	-25,000.00	-25,000.00
		A02210 Furniture and Office Equipment	-25,000.00	-25,000.00
		A02300 Office Supplies	-7,000.00	-7,000.00
		B03000 Shared System Infrastructure (CORE Systems)	0.00	-100,000.00
		B03200 VIS-BMS MWO	279,215.45	379,215.45
		B03600 Ext Support Services directly related to CORE Systems	370,310.00	370,310.00
LIS.633	12/11/2015	A01144 Other Allowances	8,500.00	8,500.00
		A01401 Nursery allowance	-8,500.00	-8,500.00
LIS.635	16/11/2015	A01110 Basic salary	18,500.00	18,500.00
		A01401 Nursery allowance	-18,500.00	-18,500.00
		A02100 Corporate IT & Telecom	250,000.00	250,000.00
		A02320 Legal Expenses	-100,000.00	-100,000.00
		A02600 Information and Publications	-150,000.00	-150,000.00
LIS.638	24/11/2015	A02010 Expenditure for premises FR	-10,200.00	-10,200.00
		A02210 Furniture and Office Equipment	10,200.00	10,200.00
		B03000 Shared System Infrastructure (CORE Systems)	-700,000.00	0.00
		B03300 EURODAC MWO	700,000.00	0.00
LIS.639	24/11/2015	B03600 Ext Support Services directly related to CORE Systems	4,000.00	4,000.00
		B03800 Training directly related to operations	-4,000.00	-4,000.00
LIS.641	30/11/2015	A01100 Basic salary	11,000.00	11,000.00
		A01104 TA Expatriation and Foreign Residence Allowances	2,000.00	2,000.00
		A01132 Unemployment insurance	200.00	200.00
		A01181 Travel expenses (taking up duties)	8,000.00	8,000.00
		A01401 Nursery allowance	-131,200.00	-131,200.00
		A01500 Training for Staff	110,000.00	110,000.00
		B03600 Ext Support Services directly related to CORE Systems	0.00	36,000.00
		B03730 Other meetings and missions	0.00	-36,000.00

LIS.644	15/12/2015	B03000 Shared System Infrastructure (CORE Systems)	-864,747.20	0.00		
		B03100 SIS II MWO	864,747.20	-1,550,000.00		
		B03200 VIS-BMS MWO	0.00	2,980,000.00		
		B03300 EURODAC MWO	0.00	-1,447,745.00		
		B03600 Ext Support Services directly related to CORE Systems	0.00	17,745.00		
LIS.646	21/12/2015	A01190 Weightings	-57,900.00	-57,900.00		
		A01201 Other Expenses	-36,800.00	-36,800.00		
		A01400 Annual medical check-up	-20,300.00	-20,300.00		
		A01500 Training for Staff	-85,000.00	-85,000.00		
		A02000 Expenditure for premises EE	-867.02	-867.02		
		A02010 Expenditure for premises FR	-58,511.54	-58,511.54		
		A02030 Expenditure for premises BRUX	-1,650.32	-1,650.32		
		A02100 Corporate IT & Telecom	-31,279.13	-31,279.13		
		A02200 Other Technical Equipment and Installation	-8,622.70	-8,622.70		
		A02210 Furniture and Office Equipment	-1,016.38	-1,016.38		
		A02220 Documentation and Library Expenditure	-9,000.00	-9,000.00		
		A02300 Office Supplies	-2,993.51	-2,993.51		
		A02320 Legal Expenses	-41,183.78	-41,183.78		
		A02330 Other Running Costs	-2,619.88	-2,619.88		
		A02400 Postage	1,700.00	1,700.00		
		A02500 MB Meetings	-12,616.98	-12,616.98		
		A02510 Other meetings	-1,163.82	-1,163.82		
		A02600 Information and Publications	-39,879.50	-39,879.50		
		A02700 External Support Services	-34,556.15	-34,556.15		
		A02800 Corporate Security	-12,779.85	-12,779.85		
		B03000 Shared System Infrastructure (CORE Systems)	-1,182,339.43	0.00		
		B03200 VIS-BMS MWO	-208,046.76	0.00		
		B03201 VIS-BMS Other	-315,010.00	0.00		
		B03300 EURODAC MWO	3,930,822.44	457,040.56		
		B03600 Ext Support Services directly related to CORE Systems	-1,508,855.57	0.00		
		B03710 Advisory groups	-115,136.00	0.00		
		B03730 Other meetings and missions	-90,000.00	0.00		
		B03800 Training directly related to operations	-5,294.96	0.00		
		B03810 Training for Member States	-49,099.16	0.00		
		LIS.648	21/12/2015	B03000 Shared System Infrastructure (CORE Systems)	0.00	-33,709.25
				B03100 SIS II MWO	0.00	-118,173.42
				B03200 VIS-BMS MWO	0.00	496,262.43
				B03300 EURODAC MWO	0.00	-82,032.39
B03600 Ext Support Services directly related to CORE Systems	0.00			-11,205.92		
B03710 Advisory groups	0.00			-72,209.77		
B03720 Expenditure for staff on duty at backup site AT	0.00			-10,620.29		
B03730 Other meetings and missions	0.00			-11,450.36		
B03800 Training directly related to operations	0.00			-23,885.63		
B03810 Training for Member States	0.00			-132,975.40		
LIS.650	21/12/2015	B03710 Advisory groups	0.00	-4,178.57		
		B03720 Expenditure for staff on duty at backup site AT	0.00	2,901.80		
		B03730 Other meetings and missions	0.00	1,276.77		
21	Total number of budgetary transfers in 2015					

* C4 commitment and payment appropriations

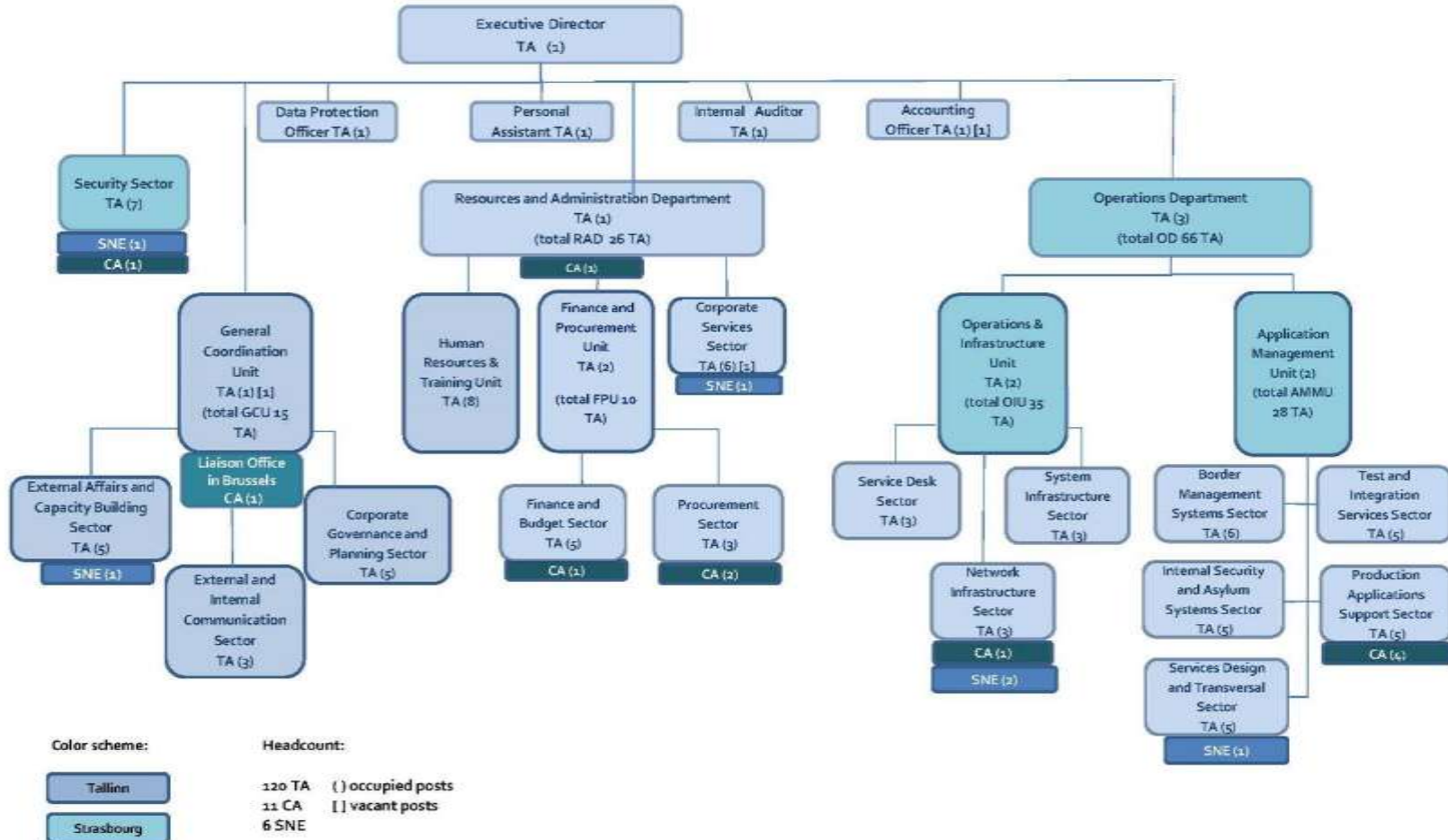
Annex III. Organisational chart

In 2015 the total staff population of eu-LISA consisted of 138 posts, including 120 Temporary Agents, 12 Contract Agents and six Seconded National Experts.

The organisational chart shows the situation on 31 December 2015, presenting the Departments, Units and Sectors as well as the individual posts subordinate to the Executive Director of eu-LISA with the headcount of the Temporary Agents posts. Attached to the organisational units are the posts of the Contract Agents and the Seconded National experts that are marked in colour and are included in the respective headcount.

For each organisational cell of eu-LISA it presents the number of posts occupied that are indicated in round '()' brackets and a number of vacant posts that are indicated in square '[]' brackets.

European Agency for operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA)
 Organisational structure with headcount - status on 31.12.2015



Annex IV. Establishment plan

Establishment Plan 2015 of eu-LISA

The 2015 Establishment Plan includes 120 Temporary Agent posts.

Category and grade	Establishment plan authorised under the European Union budget 2015	
	officials	TA
AD 16	0	0
AD 15	0	1
AD 14	0	0
AD 13	0	3
AD 12	0	3
AD 11	0	1
AD 10	0	5
AD 9	0	7
AD 8	0	9
AD 7	0	15
AD 6	0	11
AD 5	0	20
Total AD	0	75
AST 11	0	0
AST 10	0	0
AST 9	0	0
AST 8	0	1
AST 7	0	1
AST 6	0	4
AST 5	0	13
AST 4	0	10
AST 3	0	15
AST 2	0	1
AST 1	0	0
Total AST	0	45
TOTAL	0	120

Information on the entry level for each type of post: Indicative table

The table below presents the levels at which the key functions listed by the European Commission are represented in eu-LISA. For the roles that are named differently, both titles are presented in the table. It should be noted that the entry grades that are higher than those mentioned in Article 53 of the Conditions of Employment of Other Servants of the European Union (the CEOS) are due to the recruitments organised during the start-up phase of the Agency, when the higher grades were allocated in the Establishment Plan for some of the posts.

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication of whether the function is dedicated to administrative support or operations
Head of Department - level 2	TA	AD 12	Administration / Operational
Head of Unit - level 3	TA	AD 10	Administration / Operational
Head of Sector - level 4	TA, CA	AD 7, AD 8, AD 9, AD 10 CA FG IV	Administration / Operational
Senior Officer	TA	AD 9	Administration / Operational
Officer	TA, CA	AD 7, FG IV	Administration / Operational
Junior Officer	TA, CA	AD 5, FG IV	Administration / Operational
Senior Assistant	N/A	N/A	Administration / Operational
Junior Assistant	TA, CA	AST 2, AST 3, CA FG III	Administration / Operational
Head of Administration Head of Resources and Administration Department	TA	AD 12	Administration
Head of Human Resources Head of Human Resources and Training Unit	TA	AD 10	Administration
Head of Finance Head of Finance and Procurement Unit	TA	AD 10	Neutral
Head of IT	N/A	N/A	N/A
Secretary ³³ Assistant to the Head of Department or Assistant to the Head of Unit	TA	AST 3	Administration / Operational
Mail Clerk	N/A	N/A	N/A
Webmaster -Editor	N/A	N/A	N/A
Data Protection Officer	TA	AD 10	Administration
Accounting Officer	TA	AD 9	Neutral
Internal Auditor	TA	AD 9	Administration / Neutral
Secretary to the Director Personal Assistant to the ED	TA	AST 5	Administration

³³ The Establishment Plan of eu-LISA does not foresee the posts for secretaries. With the entry into force of the new Staff Regulations on 1 January 2014, eu-LISA decided to keep the grades approved in the Establishment Plan and to augment the tasks of the Assistants hired at

grade AST 2 and AST 3 or to re-allocate the post for the different tasks. At the same time, when necessary, the secretarial work is performed by the external service (the intra-muros).

Annex V. Human and financial resources by activity

eu-LISA has not yet implemented the Activity Bases Budgeting, therefore this information is not available.

Annex VI. Specific annexes related to Part II

At the end of 2015 eu-LISA conducted its second benchmarking exercise performed according to the methodology agreed by the Heads of Administration of the European Agencies.³⁴ The detailed results of this screening are presented in the table below.

The screening was applied to all the eu-LISA posts and not only to the posts listed in the Establishment Plan.

In 2015 the posts occupied by the external service providers (the intra-muros personnel) have also been screened. The results of this benchmarking exercise are presented Table 2 - eu-LISA results of the benchmarking exercise in 2015 – external service (intra-muros).

³⁴ Methodology for Agencies Job Screening annexed to the Note from the Meeting of the Heads of Agency of 16-17 October 2014.

eu-LISA results of the benchmarking exercise in 2015 – statutory staff



Privacy statement.				Benchmarking 2015 exercise				
According to Article 29(3) FFR the Agency is obliged to execute a benchmark exercise.				Final after discussing comments from the Managers				
The data was collected by HRTU and it will be kept for 2 (two) years. Contact information will be Daiva.Vilkelyte@eulisa.europa.eu, in copy: Beata.Szczepaniak@eulisa.europa.eu								
Organisational level	Job title	No of posts	Type of post	Screening type ³	Primary Screening category	Percentage allocation	Secondary Screening category	Percentage allocation
Executive Director (ED)	Executive Director	1	TA	OPERATIONAL	T/OP COORD	100		
ED/PA	Personal Assistant to ED	1	TA	OPERATIONAL	T/OP COORD	100		
ED/IA	Internal Auditor	1	TA	ASC - Administrative Support 50% NEUTRAL 50%	IA	50	FIN/CONT	50
ED/DPO	Data Protection Officer	1	TA	ASC - Coordination	LEGAL	100		
ED/AO	Accounting Officer	1	TA	NEUTRAL	FIN/CONT	100		
ED/AO	Junior Accounting Officer	1	TA	NEUTRAL	FIN/CONT	100		
Security Sector (SES)	Security Officer - Head of Security Sector	1	TA	OPERATIONAL	GEN OPER	100		
SES	Security Officer/Team leader	1	TA	OPERATIONAL	GEN OPER	100		
SES	Security Officer	4	TA	OPERATIONAL	GEN OPER	100		
SES	Security Assistant	1	TA	OPERATIONAL	GEN OPER	100		
SES	Communications Security Officer	1	CA	OPERATIONAL	GEN OPER	100		
SES	Security Policy Expert	1	SNE	OPERATIONAL	GEN OPER	100		
General Coordination Unit (GCU)	Head of GCU	1	TA	OPERATIONAL 80% ASC - Coordination 20%	T/OP COORD	80	GEN COORD	20
GCU/Liaison Office	Liaison Officer	1	CA	OPERATIONAL 90% ASC - Coordination 10%	PGM M/IMP	90	GEN-COORD	10
GCU	Assistant to HoU	1	TA	OPERATIONAL 80% ASC - Coordination 20%	T/OP COORD	80	GEN COORD	20
GCU/Corporate Governance and Planning Sector	Legal Officer, HoS	1	TA	OPERATIONAL 85% ASC - Coordination 15%	GEN OPER	85	GEN COORD	15
GCU/Corporate Governance and Planning Sector	MB Officer	1	TA	OPERATIONAL	T/OP COORD	100		
GCU/Corporate Governance and Planning Sector	MB Assistant	1	TA	OPERATIONAL	T/OP COORD	100		
GCU/External Affairs and Capacity Building Sector	Policy Officer, HoS	1	TA	OPERATIONAL 90% ASC - Coordination 10%	PGM M/IMP	90	GEN-COORD	10
GCU/External Affairs and Capacity Building Sector	Policy Officer	1	TA	OPERATIONAL 90% ASC - Coordination 10%	PGM M/IMP	90	GEN-COORD	10
GCU/External and Internal Communication Sector	Communication and Information Officer, HoS	1	TA	ASC - Coordination	COMM	75	T/OP COORD	25
GCU/External and Internal Communication Sector	Communication and Information Assistant	1	TA	ASC - Coordination	COMM	50	ASC PUBL	50
GCU/External Affairs and Capacity Building Sector	Training Coordinator for Member States	1	TA	OPERATIONAL	PGM M/IMP	100		

Organisational level	Job title	No of posts	Type of post	Screening type ³	Primary Screening category	Percentage allocation	Secondary Screening category	Percentage allocation
GCU/External Affairs and Capacity Building Sector	Administrator for Reporting and Statistics	1	TA	OPERATIONAL	GEN OPER	100		
RAD/Corporate Services Sector	Enterprise Architecture Officer, HoS	1	TA	ASC - Coordination 50% ASC - Administrative Support 50%	GEN COORD	50	ASC ICT	50
GCU/External Affairs and Capacity Building Sector	Research and Development Officer	1	TA	OPERATIONAL	PGM M/IMP	100		
GCU/Corporate Governance and Planning Sector	Corporate Governance & Risk Management Officer	1	TA	OPERATIONAL 50% ASC - Coordination 50%	GEN OPER	50	GEN COORD	50
GCU/Corporate Governance and Planning Sector	Strategy Planning Officer	1	TA	OPERATIONAL 80% ASC - Coordination 20%	GEN OPER	80	GEN COORD	20
GCU/External Affairs and Capacity Building Sector	Policy Expert in Home Affairs (SNE)	1	SNE	OPERATIONAL	PGM/M/IMP	100		
Resources and Administration Department (RAD)	Head of RAD	1	TA	ASC - Administrative Support	RES DIR/HoA	100		
Resources and Administration Department (RAD)	Administrative Assistant	1	CA	ASC - Administrative Support 50% NEUTRAL 50%	RES DIR/HoA	50	FIN/CONT	50
GCU/External and Internal Communication Sector	Internal Communication Assistant	1	TA	ASC - Coordination	COMM 90%	90	T/DP COORD	10
RAD/Corporate Services Sector	IT Infrastructure Officer	1	SNE	ASC - Administrative Support	ICT	100		
Human Resources and Training Unit (HRTU)	Head of Unit	1	TA	ASC - Administrative Support	HR	100		
HRTU	Assistant to HoU/HR Assistant	1	TA	ASC - Administrative Support	HR	100		
HRTU	HR Officer	1	TA	ASC - Administrative Support	HR	100		
HRTU	HR Assistant	3	TA	ASC - Administrative Support	HR	100		
HRTU	Staff Development Officer	1	TA	ASC - Administrative Support	HR	100		
HRTU	Learning and Development Officer	1	TA	ASC - Administrative Support	HR	100		
HRTU	HR Assistant	1	CA	ASC - Administrative Support	HR	100		
RAD/Corporate Services Sector	Document Management Officer	1	TA	ASC - Administrative Support	DOC	100		
RAD/Corporate Services Sector	IT Assistant	1	TA	ASC - Administrative Support	ICT	100		
Finance and Procurement Unit (FPU)	Head of Unit	1	TA	NEUTRAL	FIN/CONT	100		
FPU	Assistant to HoU	1	TA	NEUTRAL	FIN/CONT	100		
FPU/Procurement Sector	Procurement and Contracts Officer, HoS	1	TA	NEUTRAL	FIN/CONT	100		
FPU/Procurement Sector	Procurement Officer	1	TA	NEUTRAL	FIN/CONT	100		
FPU/Procurement Sector	Contracts Officer	1	TA	NEUTRAL	FIN/CONT	100		
FPU/Procurement Sector	Procurement Officer	2	CA	NEUTRAL	FIN/CONT	100		
RAD/Corporate Services Sector	Logistics and Supplies Officer	1	TA	ASC - Administrative Support	LOG	100		
RAD/Corporate Services Sector	Facility Officer	1	TA	ASC - Administrative Support	LDG	100		
RAD/Corporate Services Sector	Administrative Assistant for Missions	1	TA	NEUTRAL	FIN/CONT	100		

Organisational level	Job title	No of posts	Type of post	Screening type ³	Primary Screening category	Percentage allocation	Secondary Screening category	Percentage allocation
FFU/Finance and Budget Sector	Asset Management Assistant	1	TA	NEUTRAL	FIN/CONT	100		
FFU/Finance and Budget Sector	Financial Assistant	1	TA	NEUTRAL	FIN/CONT	100		
FFU/Finance and Budget Sector	Financial Officer	1	TA	NEUTRAL	FIN/CONT	100		
FFU/Finance and Budget Sector	Budget Officer	1	TA	NEUTRAL	FIN/CONT	100		
FFU/Finance and Budget Sector	Financial Officer	1	CA	NEUTRAL	FIN/CONT	100		
FFU/Finance and Budget Sector	Financial Assistant	1	TA	NEUTRAL	FIN/CONT	100		
BAD/Corporate Services Sector	Administrative Assistant	1	TA	ASC - Administrative Support	RES DIR/HoA	100		
Operations Department (OD)	Head of Department	1	TA	OPERATIONAL	T/OP COORD	100		
OD	Assistant to the HoD	1	TA	OPERATIONAL	T/OP COORD	100		
OD	Building and Infrastructure Officer	1	TA	ASC - Administrative Support	LOG	100		
Operations and Infrastructure Unit (OIU)	Head of Unit	1	TA	OPERATIONAL	T/OP COORD	100		
OIU	Assistant to the HoD	1	TA	OPERATIONAL	T/OP COORD	100		
OIU/ Service Desk Sector	Process Manager, HoS	1	TA	OPERATIONAL	PGM M/IMP	100		
OIU/ Systems Infrastructure Sector	Infrastructure Manager, HoS	1	TA	OPERATIONAL	PGM M/IMP	100		
OIU/ Systems Infrastructure Sector	System Administrator	7	TA	OPERATIONAL	GEN OPER	100		
OIU/ Network Infrastructure Sector	Network Administrator, HoS	1	TA	OPERATIONAL	GEN OPER	100		
OIU/ Network Infrastructure Sector	Network Administrator	4	TA	OPERATIONAL	GEN OPER	100		
OIU/ Network Infrastructure Sector	Network Operations Officer	1	CA	OPERATIONAL	GEN OPER	100		
OIU/ Systems Infrastructure Sector	Data Centre Manager	1	TA	OPERATIONAL	GEN OPER	100		
OIU/ Service Desk Sector	Service Manager	1	TA	OPERATIONAL	GEN OPER	100		
OIU/ Service Desk Sector	Helpdesk Operator	17	TA	OPERATIONAL	GEN OPER	100		
OIU/ Network Infrastructure Sector	Network Operations Officer	2	5NE	OPERATIONAL	GEN OPER	100		
Applications Management and Maintenance Unit (AMMU)	Head of Unit	1	TA	OPERATIONAL	T/OP COORD	100		
AMMU	Assistant to the HoU	1	TA	OPERATIONAL	T/OP COORD	100		
AMMU/Border Management Systems Sector	Application Manager, HoS	1	TA	OPERATIONAL	GEN OPER	100		
AMMU/Services Design and Transversal Services Sector	Application Manager, HoS	1	TA	OPERATIONAL	GEN OPER	100		
AMMU/Internal Security and Asylum System Sector	Application Manager, HoS	1	TA	OPERATIONAL	GEN OPER	100		
AMMU/Internal Security and Asylum System Sector	Application Administrator	2	TA	OPERATIONAL	GEN OPER	100		
AMMU/Production Applications Support Sector	Application Administrator	3	TA	OPERATIONAL	GEN OPER	100		

Organisational level	Job title	No of posts	Type of post	Screening type ³	Primary Screening category	Percentage allocation	Secondary Screening category	Percentage allocation
AMMU/Production Applications Support Sector	Application Administrator	2	CA	OPERATIONAL	GEN OPER	100		
AMMU/Production Applications Support Sector	Application Administrator Assistant	1	CA	OPERATIONAL	GEN OPER	100		
AMMU/Border Management Systems Sector	Application Administrator Assistant	2	TA	OPERATIONAL	GEN OPER	100		
AMMU/Production Applications Support Sector	Application Administrator Assistant	2	TA	OPERATIONAL	GEN OPER	100		
AMMU/Production Applications Support Sector	Technical Release Coordinator, Ho5	1	CA	OPERATIONAL	GEN OPER	100		
AMMU/Test and Integration Services Sector	Test Manager/TST Team Coordinator, Ho5	1	TA	OPERATIONAL	GEN OPER	100		
AMMU/Test and Integration Services Sector	Test Engineer	4	TA	OPERATIONAL	GEN OPER	100		
AMMU/Internal Security and Asylum System Sector	Test Engineer	1	TA	OPERATIONAL	GEN OPER	100		
AMMU/Border Management Systems Sector	Project Manager	2	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Services Design and Transversal Services Sector	Project Manager	1	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Internal Security and Asylum System Sector	Project Manager	1	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Services Design and Transversal Services Sector	Change Manager	1	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Services Design and Transversal Services Sector	Customer Relationship Officer	1	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Services Design and Transversal Services Sector	Project Manager Officer	1	SNE	OPERATIONAL	PGM M/IMP	100		
AMMU/Border Management Systems Sector	Customer Relationship Officer	1	TA	OPERATIONAL	PGM M/IMP	100		
AMMU/Services Design and Transversal Services Sector	Quality Assurance Manager	1	TA	OPERATIONAL	PGM M/IMP	100		

Total	138	
TA		120
CA		12
SNE		6

Operational	90	95.5
Neutral	16	17
ASC - Administrative support	17	
ASC - Coordination	4	24.5
Mixed	11	0
Total	138	138

Ratio Administration and Coordination to Neutral and Operational	Mixed posts excluded	Mixed posts allocated
	19.81%	21.59%

eu-LISA results of the benchmarking exercise in 2015 – external service (intra-muros)

					Benchmarking 2015 exercise Final after discussing comments from the Managers				
Privacy statement: According to Article 29(3) FFR the Agency is obliged to execute a benchmark exercise. The data was collected by Alina Ionescu and it will be kept for 2 (two) years. Contact person will be Alina Ionescu									
Organisational level	Profile under FWC	No. of profiles	Service mode	LOT	Screening type(s)	Primary Screening category	Percentage allocation	Secondary Screening category	Percentage allocation
AMMU	Senior Solution Architect	1 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Intermediate Requirements Analysis Specialist	1 TM		LOT 1	Operational	GEN OPER	100%		
AMMU	Intermediate Quality Consultant	2 TM		LOT 1	Operational	GEN OPER	100%		
AMMU	Senior Project Manager	1 TM		LOT 1	Operational	GEN OPER	100%		
CS	Senior System Engineer	1 TM		LOT 1	ASC - Administrative Support	ICT	100%		
CS	Junior Service Desk Specialist	1 TM		LOT 1	ASC - Administrative Support	ICT	100%		
CS	Junior Service Desk Specialist	1 TM		LOT 1	ASC - Administrative Support	ICT	100%		
CS	Junior SharePoint ECM Specialist	1 TM		LOT 1	ASC - Administrative Support	ICT	100%		
CS	Senior Network Analysis Expert	1 TM		LOT 1	ASC - Administrative Support	ICT	100%		
DIU	Senior Network Specialist	2 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Senior Process Design Specialist	1 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Senior Continuous Service Improvement Specialist	1 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Intermediate Quality Consultant	2 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Junior Network Specialist	1 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Intermediate Quality Consultant	1 TM		LOT 1	Operational	GEN OPER	100%		
AMMU	Intermediate Requirements Analysis Specialist	1 TM		LOT 1	Operational	GEN OPER	100%		
AMMU	Application Developer	2 TM		LOT 1	Operational	GEN OPER	100%		
AMMU	Intermediate Quality Consultant	1 TM		LOT 1	Operational	GEN OPER	100%		
DIU	Senior Project Manager	1 TM		LOT 1	Operational	GEN OPER	100%		
CS	Business Analyst	1 TM		LOT 2	ASC - Administrative Support	ICT	100%		
CS	Database Administrator	1 TM		LOT 2	ASC - Administrative Support	ICT	100%		
CS	Senior Network Specialist	1 TM		LOT 2	ASC - Administrative Support	ICT	100%		
Security Sector	IT Security Specialist	1 TM		LOT 2	ASC - Administrative Support	ICT	100%		
CS	Intermediate SharePoint ECM specialist	2 TM		LOT 2	ASC - Administrative Support	ICT	100%		
HRTU	Junior Administrative Support	1 TM		LOT 3	NEUTRAL	FIN/CONT	100%		
GD	Senior Administrative Support	1 TM		LOT 3	ASC - Administrative Support	LOG	100%		
Security Sector	Administrative Assistant	1 TM		LOT 4	ASC - Administrative Support	DOC	50%	LOG 50%	50%
Security Sector	Junior Administrative Assistant	1 TM		LOT 4	ASC - Administrative Support	LOG	100%		
HRTU	Junior Administrative Assistant	1 TM		LOT 4	NEUTRAL	FIN/CONT	100%		
GDU	Administrative Assistant	1 TM		LOT 4	ASC - Coordination	GEN COORD	100%		
GDU	Junior Administrative Assistant	1 TM		LOT 4	Operational	T/OP COORD	100%		
GDU	Junior Administrative Assistant	1 TM		LOT 4	ASC - Coordination	COMM	100%		
GDU	Senior Administrative Assistant	1 TM		LOT 4	Operational Coordination	ASC T/OP coord	50%	GEN coord	50%
CS	Administrative Assistant	1 TM		LOT 4	ASC - Administrative Support	DOC	50%	LOG	50%

HRU	Administrative Assistant	1 TM	LOT 4	NEUTRAL	FIN/CONT	100%		
GOU	Administrative Support	1 TM	LOT 4	Operational 50% ASC - Coordination 50%	T/OP COORD	50%	GEN coord	50%
GOU	Senior Administrative Assistant	1 TM	LOT 4	ASC - Coordination	GEN COORD	100%		
ED	Junior Administrative Assistant	1 TM	LOT 4	ASC - Administrative Support	RLS Dir/NoA	100%		
PRU/Finance and Procurement Sector	Senior Administrative Assistant	1 TM	LOT 4	NEUTRAL	FIN/CONT	100%		
RAD	Administrative Assistant	1 TM	LOT 4	ASC - Administrative Support	RLS Dir/NoA	100%		
CS	Junior Administrative Assistant	1 TM	LOT 4	ASC - Administrative Support	LOG	100%		

Total		41
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Operational	15	36
Neutral	4	4
ASC - Administrative support	17	
ASC - Coordination	3	21
Mixed	2	0
Total	41	41

Ratio Administration and Coordination to Neutral and Operational	Mixed pools excluded	Mixed pools allocated
	1.05	1.05

Job type (sub category)	Year N	Year N %
Administrative support and Coordination	21	51.22%
Administrative support	17	41.46%
Coordination	4	9.76%
Operational	16	39.02%
General operational	14	34.35%
Programme management	n/a	n/a
Top level Operational Coord	2	4.88%
Evaluation & Impact assessment	n/a	n/a
Neutral	4	9.76%
Finance	4	9.76%
Control	n/a	n/a

Benchmarking against previous year results

Indicative table provided by the European Commission – final table to be added based on the recommendation of the WG on benchmarking methodology

The indicative table presents the comparison of the results of the benchmarking exercise undertaken in 2014 and in 2015. The result shows a slight increase in the number and percentage of posts of the Neutral type, which occurred as a result of recruiting additional Contract Agents to the Finance and Procurement Unit of eu-LISA and thus reducing the percentage of the Operational and the Administrative Support and Coordination type of posts.

The ratio between the Administrative versus Operational and Neutral posts remains at a similar level which in 2015 is 21.59 %.

Job type (sub) category	Year 2014	Year 2015
Administrative Support and Coordination	18.12 %	17.75 %
Administrative	13.08 %	13.41 %
Coordination	5.04 %	4.34 %
Operational	71.50 %	69.93 %
General	50.23 %	49.43 %
Programme	12.15 %	12.10 %
Top-level Operational	9.12 %	8.4 %
Evaluation & Impact assessment	0	0
Neutral	10.38 %	12.32 %
Finance	10.38 %	12.32 %
Control ³⁵	0	0

The percentages of the posts covered by the external service (intra-muros) were calculated in accordance with the benchmarking methodology for the first time in 2015. Therefore, no comparative data for the year N-1 (2014) were available.

Job Type (sub) category	Year 2014	Year 2015
Administrative Support and Coordination		51.22 %
Administrative		41.46 %
Coordination		9.76 %
Operational		39.02 %
General		34.15 %
Programme		n/a
Top-level Operational		4.88 %
Evaluation & Impact assessment		n/a
Neutral		9.76 %
Finance		9.76 %
Control ³⁶	0	n/a

³⁵ According to the Methodology for Agencies Job Screening there is no split between the finance and control functions of the Neutral type.

³⁶ According to the Methodology for Agencies Job Screening there is no split between the finance and control functions of the Neutral type.

Annex VII. Specific annexes related to Part III

Identified risks

As outcome of the 2014/2015 risk assessment efforts, the following table shows the ranking of the TOP EIGHT corporate risks for eu-LISA at present:

Ranking	Title
RISK 1	Budget reductions/insufficient resources to address Agency needs
RISK 2	Insufficient resources to deliver the core portfolio of the Agency
RISK 3	High Workload in Procurement Area
RISK 4	Inexistence of sufficient corporate IT resources
RISK 5	Inadequate planning of activities having an impact on stakeholder commitment and budget consumption
RISK 6	Limited impact assessment of changes in legislation
RISK 7	Improper Premises
RISK 8	Limited organisational efficiency due to divided location

Internal Control Standards

Nr	Title	Summary of Actions Undertaken Toward Compliance in 2015	Implementation Status as of Y/E (Full/In Progress)	Summary of Major Actions Carried Forward/Planned in 2016
ICS 1	Mission	Mission statements have been updated where required and communicated within the organisation	Full	Focused review of mission statements if required
ICS 2	Ethical and Organisational Values	Ethical framework has been approved incl. code of conduct, awareness sessions for staff have been organised	Full	Whistle-blower procedure to be established, Ethical Advisor to be appointed
ICS 3	Staff Allocation and Mobility	Contributions of managers to revised/approved Multi-Annual-Staff-Policy Plan to align staff to eu-LISA's objectives and priorities have been given, an internal vacancy mechanism for recruitment is developed to assure mobility opportunity with the Agency	In Progress	The competency framework is further established, including information on job families skills according to at least the job description and activities performed at eu-LISA. In parallel, the skills database is maintained accordingly
ICS 4	Staff Evaluation and Development	Annual appraisal exercise 2015 finalised (including recording training needs of staff)	Full	Annual appraisal exercise 2016 to be undertaken
ICS 5	Objectives and Performance Indicators	Management Board has adopted 28 key performance indicators. The Agency has initially started to design an implementation concept for the reporting	In Progress	In 2016, after a test run in the 1st half of the year, the full-scale KPI reporting cycle will be established and the 1st KPI report will be submitted to the Management Board in November
ICS 6	Risk Management Process	Corporate risk management framework applied and 2015 risk management exercise concluded	Full	2016 corporate risk management exercise to be carried out
ICS 7	Operational Structure	Operational Structure of the Agency has been amended accordingly where required, e.g. by re-allocation of tasks amongst entities or by	In Progress	Annual Workshop to review the validity of documentation regarding the delegation of

		introduction of sectors as entities below the units. The Executive Director decision on delegation of authority has been completed		authority and sensitive functions. Sourcing strategy to be drafted, followed by a corporate IT strategy, including an annual implementation plan
ICS 8	Processes and Procedures	Business Processes have been documented accordingly and maintained. The Data Protection Officer reviewed annually processes and procedures according to annual data protection charter/plan so as to ensure that data protection is applied accordingly. A fully established register of exceptions/deviations has been created, including related procedures and awareness sessions given	In Progress	To enhance, existing IT Service Catalogue and Corporate Service Catalogues to be merged. In addition, an Agency-wide review of business processes is foreseen
ICS 9	Management Supervision	Entities (departments, units, sectors) implement the annual work programme (AWP) in a structured way following a consistent process. A dedicated reporting process is in place to measure the progress achieved. The co-operation with OLAF has been further initiated	Full	Entity risk registers are created based on corporate risk management activities and the updated risk response plan in order to provide input to 2016 corporate risk management activities. Further cooperation elements with OLAF will be added
ICS 10	Business Continuity	Business continuity strategy is approved. Handover files & deputising arrangements for financial workflow roles are available & communicated. Bi-annual revision takes place in March and September of each budget year.	In Progress	Following the related strategy, a business continuity plan for the Agency is to be created with related exercises to be concluded. An annual revision process of the business continuity plans for large scale IT systems is documented. A

				budget ownership model, with associated risk assessment is established, including its periodic review plan.
ICS 11	Document Management	Instructions and training for staff entering the Agency on document and filing management is provided, the filing plan and archiving policy is in place	In Progress	Electronic document management system to be implemented
ICS 12	Information and Communication	External communication strategy and annual action plan for its implementation has been implemented. Copyright provisions are respected in all external communication efforts and sufficiently documented. Internal communication strategy and annual action plan has been implemented. An IT Security Plan is created, approved and maintained according to the requirements. Meetings with staff are arranged at least on a quarterly basis by the Executive Director to announce relevant issues	Full	Internal and external communication strategies are updated if required; a satisfaction survey is carried out for this purpose. For the further establishment of the document management system, related documentation has to be created in respect of the COM standards regarding adequate data management.
ICS 13	Accounting and Financial Reporting	ICS Manual for the control of accounting data is in place	Full	ICS Manual for the control of accounting data is updated if required
ICS 14	Evaluation of Activities	Executive Director ensures Commission's evaluation standards are applied Agency wide during evaluations (founding regulation 1077)	Full	No further compliance activity at this point foreseen for ICS 14 in 2016
ICS 15	Assessment of Internal Control Systems	Awareness on the ICS framework including mechanisms for reporting control weaknesses and handling of exceptions/non-compliance events has been given to staff. A self-	Full	Awareness presentations on the ICS framework, including the provision of mechanisms for reporting control weaknesses and

		assessment exercise has been performed; recommendations were given formally to the Authorising Officer to agree on further implementation of the ICS framework.		handling of exceptions/non-compliance events. A self-assessment exercise is carried out on the effectiveness of eu-LISA's internal control systems.
ICS 16	Internal Audit Capability	Internal Audit Capacity is operating and coordinates its work with Internal Audit Service. Annual audit work plan and annual internal audit report are in place	Full	The Internal Audit Capacity is operating and coordinates its work with IAS. The annual audit work plan and annual internal audit report are created. The introduction of a quality assurance and improvement program for internal auditing is carried out according to its roadmap

Annex VIII. Draft financial accounts

TABLE 1: BALANCE SHEET EU-LISA						
BALANCE SHEET				2015	2014	
A.I. NON CURRENT ASSETS				27 832 676.32	9 456 859.10	
A.I. NON CURRENT ASSETS	A.I.1. Intangible Assets			21 868 952.00	4 906 645.10	
	A.I.2. Property, plant and equipment			5 963 724.32	4 550 214.00	
A.II. CURRENT ASSETS				24 188 042.51	14 097 128.90	
A.II. CURRENT ASSETS	A.II.2. Current Pre-Financing			7 152 570.59	-	
	A.II.4. Exchange Receivables			12 926 797.31	12 793 483.97	
	A.II.5. Non-Exchange Receivables			4 108 674.61	1 303 644.93	
	A.II.7. Cash and Cash Equivalents			-	-	
ASSETS				52 020 718.83	23 553 988.00	
P.III. CURRENT LIABILITIES				(69 909 276.79)	(5 775 089.59)	
P.III. CURRENT LIABILITIES	P.III.2. Short-term provisions			-	-	
	P.III.4. Accounts Payable			(69 681 612.39)	(986 470.67)	
	P.III.5. Accrued charges and deferred income			(227 664.40)	(4 788 618.92)	
LIABILITIES				(69 909 276.79)	(5 775 089.59)	
NET ASSETS (ASSETS less LIABILITIES)				17 888 557.96	(17 778 898.41)	
P.I.2. Accumulated Surplus / Deficit				(17 778 898.41)	(7 504 966.00)	
Non-allocated central (surplus)/deficit*				35 667 456.37	(10 273 932.41)	
TOTAL				(52 020 718.83)	(23 553 988.00)	

Explanatory Notes (facultative):

The figures included in Tables 1 and 2 are provisional since they are, at this date, still under preparation. Year-end cut-off data is not yet accounted for, nor the balancing subsidy clearance that is still appearing as part of P.III.4. Accounts Payable. Once the preliminary and later the final accounts are prepared they are still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 2: STATEMENT OF FINANCIAL PERFORMANCE EU-LISA

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014
II.1 REVENUES	(3 782 331.02)	(57,855,376.43)
II.1.1. NON-EXCHANGE REVENUES	(3 764 128.61)	(57,836,163.94)
II.1.1.6. OTHER NON-EXCHANGE REVENUES	(3 764 128.61)	(57,836,163.94)
II.1.2. EXCHANGE REVENUES	(18 202.41)	(19,212.49)
II.1.2.1. FINANCIAL INCOME		(11,843.34)
II.1.2.2. OTHER EXCHANGE REVENUE	(18 202.41)	(7 369.15)
II.2. EXPENSES	39 449 787.39	47 581 444.02
II.2. EXPENSES	39 449 787.39	47 581 444.02
II.2.10. OTHER EXPENSES	12 767 480.19	10 045 270.82
II.2.3. EXP IMPL BY OTH EU AGENC&BODIES (IM)	14 878 276.97	25 880 454.13
II.2.6. STAFF AND PENSION COSTS	11 802 222.29	11 651 288.94
II.2.8. FINANCE COSTS	1 807.94	4 430.13
STATEMENT OF FINANCIAL PERFORMANCE	35 667 456.37	(10 273 932.41)

Explanatory Notes (facultative):

The figures included in tables 1 and 2 are provisional since they are, at this date, still under preparation. Year-end cut-off data is not yet accounted for, nor the balancing subsidy clearance that will improve the revenue side substantially. Once the preliminary and later the final accounts are prepared they are still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

EU-LISA BUDGET RESULT ACCOUNT FOR THE FINANCIAL YEAR 2015

as of 26.01.2016

		2015	2014
REVENUE			
Balancing Commission subsidy	+	67 262 000.00	57 179 892.95
Contribution from associated countries	+	643 800.27	
Smart borders	+	3 325 000.00	
Miscellaneous revenue	+	25 422.70	12 312.99
TOTAL REVENUE (a)		71 256 222.97	57 192 205.94
EXPENDITURE			
<i>Title I: Staff</i>			
Payments	-	12 702 845.23	12 445 181.27
Appropriations carried over	-	272 158.64	314 632.88
<i>Title II: Administrative Expenses</i>			
Payments	-	9 215 650.98	2 320 156.31
Appropriations carried over	-	19 279 435.67	15 148 171.68
<i>Title III: Operating Expenditure</i>			
Payments	-	37 456 451.55	34 124 676.86
Appropriations carried over	-	2 451 215.69	0.00
TOTAL EXPENDITURE (b)		81 377 757.76	64 352 819.00
RESULT FOR THE FINANCIAL YEAR (a-b)		-10 121 534.79	-7 160 613.06
Cancellation of unused payment appropriations carried over from the previous year		+	10 690 033.94
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue		+	874.84
Exchange differences for the year (gain +/-loss -)		+/-	-819.92
BALANCE OF THE RESULT ACCOUNT FOR THE FINANCIAL YEAR		567 679.23	-5 471 105.08
Balance year N-1		+/-	
Positive balance from year N-1 reimbursed in year N to the Commission		-	
Result used for determining amounts in general accounting		567 679.23	-5 471 105.08
Commission subsidy - agency registers accrued revenue and Commission accrued expense		66 694 320.77	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		567 679.23	

Remark: The data presented in the Budget Result Account above is still subject to confirmation by DG HOME. Once approved, the 'Commission subsidy - agency registers accrued revenue and the Commission accrued expense' cell content will be added to the P&L as revenue. C2 funds related to the building project have no budgetary effect on the 2015 Budget Result Account as EUR 10 232 443.46 appears as 'Appropriations carried over' under Expenditure Title II as well as under 'Cancellation of unused payment appropriation carried over from previous year' for technical reasons only. Real cancellation equals EUR 457 590.48.

Annex IX. Objectives and indicators

WP2015 Ref	Specific Work Programme Objectives for 2015	2015 Work Programme Required Annual Output	Specific Annual Objective Achieved? (yes, no or partially)	If not or partially, brief mitigation as to why	Indicators as per AWP 2015	Indicator target achieved? (yes/no)	If not, brief mitigation as to why
2.2.1.1	Monitor & Improve Service Level Agreements for all Systems Under Management	Continue to deliver and evolve regular service reviews and service quality reports	Yes		95 % of MS interactions acknowledged in less than 1 minute; 95 % of critical incidents categorised in less than 5 minutes; 95 % of high priority incidents categorised in less than 10 minutes; 95 % of moderate incidents categorised in less than 30 minutes; Specific EURODAC SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement	Yes	
2.2.1.1	Operational Management of SIS II	Provision of monitoring and application management services on a 24/7 basis; providing assistance to the MS as per request for all the supported environments; provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance; monitor and take corrective actions in case of incidents; execute Business Continuity actions if required to ensure the system availability; ensure communication and resolution with 3rd parties/vendors for complex tickets; plan and execute maintenance work for both application layers and COTS; planning and executing technical or functional releases in agreement with the MS; provision for training related to operations.	Yes		95 % of MS interactions acknowledged in less than 1 minute; 95 % of critical incidents categorised in less than 5 minutes; 95 % of high priority incidents categorised in less than 10 minutes; 95 % of moderate incidents categorised in less than 30 minutes; Specific EURODAC SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement	Yes	

2.2.1.1	Operational Management of VIS	Provision of monitoring and application management services on a 24/7 basis; providing assistance to the MS as per request for all the supported environments; provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance; monitor and take corrective actions in the case of incidents; execute Business Continuity actions if required to ensure system availability; ensure the communication and resolution with 3rd parties/vendors for complex tickets; plan and execute maintenance work for both application layers and COTS; planning and executing technical or functional releases in agreement with the MS.	Yes		95 % of MS interactions acknowledged in less than 1 minute; 95 % of critical incidents categorised in less than 5 minutes; 95 % of high priority incidents categorised in less than 10 minutes; 95 % of moderate incidents categorised in less than 30 minutes; Specific VIS SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement	Yes	
2.2.1.1	Operational Management of EURODAC	Provision of monitoring and application management services on a 24/7 basis; providing assistance to the MS as per request for all the supported environments; provide support on test qualifications (e.g. MOMs), supervise the training environments and providing assistance; monitor and take corrective actions in the case of incidents; execute Business Continuity actions if required to ensure the system availability; ensure the communication and resolution with 3rd parties/vendors for complex tickets; plan and execute maintenance work for both application layers and COTS; planning and executing technical or functional releases in agreement with the MS.	Yes		95 % of MS interactions acknowledged in less than 1 minute; 95 % of critical incidents categorised in less than 5 minutes; 95 % of high priority incidents categorised in less than 10 minutes; 95 % of moderate incidents categorised in less than 30 minutes; Specific EURODAC SLA agreed met as per defined targets in the Annex 2 of the Standard Service Level Agreement	Yes (with incidents)	Due to the increased migration flow the system faced two critical incidents, which showed that an immediate capacity upgrade is needed to respect the SLAs. Thus the system capacity was increased to 5 M records as an emergency procedure. A further upgrade of the system to cope with future migration flows increase is foreseen in 2016 (Management Board approval received in Nov 2015). The monitoring solution is still to be updated in Feb 2016.)

2.2.1.2	Evolution/development of SIS II	Identify, in collaboration with MS, future changes needs to evolve the system to fulfil the business; baseline the application roadmap; Evolve the system as per established roadmap (implicit within this are undertaking activities such as: running workshops with MS for specific technicalities, prepare the technical contractual aspects including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS	Yes		Application roadmap and release plan Workshops organisation and preparation for punctual matters regarding the system linked to system evolution (as per the roadmap) Agreed evolutionary milestones and deliverables achieved and monitored	Yes	
2.2.1.2	Evolution/development of VIS/BMS	Identify, in collaboration with MS, future changes needs to evolve the system to fulfil the business; baseline the application roadmap; evolve the system as per the established roadmap (implicit within this are undertaking activities such as running workshops with MS for specific technicalities, prepare the technical contractual aspects, including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS). Specific prioritised projects for 2015 are: 1) VIS Playground 2.0; 2) VIS Evolutions: DB increase/data storage; VIS dynamic allocation and VIS interface evolutions and integration of new users (VISA code changes)	Yes		Application roadmap and release plan Workshops organisation and preparation for punctual matters regarding the system linked to system evolution (as per the roadmap) Agreed evolutionary milestones and deliverables achieved and monitored	Yes	

2.2.1.2	Evolution/development of EURODAC	Identify, in collaboration with MS, future changes needed to evolve the system to fulfil the business; baseline the application roadmap; evolve the system as per the established roadmap (implicit within this are undertaking activities such as: running workshops with MS for specific technicalities, prepare the technical contractual aspects including vendor selection if required, manage the involved contracts/vendors, run test & accept the solution, organise and implement the entry into operation in cooperation with MS).	Yes		Application roadmap and release plan Workshops organisation and preparation for punctual matters regarding the system linked to system evolution (as per the roadmap) Agreed evolutionary milestones and deliverables achieved and monitored EURODAC Recast by July 2015	Yes	
2.2.1.3	Keep system infrastructure up-to-date	All required patches and upgrades performed. System infrastructure operational 24 x 7.	Yes		Service levels to be met as per relevant SLAs in force	Yes	
2.2.1.3	System Performance Monitoring & Reporting	Operational performance statistics and reports; Reports produced as per provisions of the legal basis of the systems;	Yes		SLA service levels met; Reports provided on time and in line with operations / legal requirements	Yes	
2.2.1.3	Service Desk Performance Monitoring	Regular monthly reports of SD performance	Yes		95 % of MS interactions acknowledged in less than 1 minute 95 % of critical incidents categorised in less than 5 minutes 95 % of high priority incidents categorised in less than 10 minutes 95 % of moderate incidents categorised in less than 30 minutes	Yes	
2.2.1.3	Service Desk Support	Regular services provided to MS via SPOC	Yes		100 % critical incidents resolved or workaround available on less than 8 hours; 95 % of high incidents resolved or workaround available in less than 24 hours; 90 % of moderate incidents resolved or workaround available within 6 days	Yes	

2.2.1.3	Monitor networks under eu-LISA management to ensure security of communications infrastructure	Ensure availability and performance of the network as per the established SLAs	Yes		Service levels to be met as per relevant network SLAs in force	Yes	
2.2.1.3	Ensure effective contract management of any networks provided by 3rd parties	Ensure service levels & confidentiality are delivered as per 3rd party contractual agreements	Yes		Service providers to be in compliance with all security and performance requirements as outlined in relevant contract provisions	Yes	
2.2.1.3	Continued successful post-migration monitoring and optimisation of TESTA-ng	Availability and performance of TESTA-ng network	No	The whole project is delayed by 24 months due to a delay in the specific contracts signature between DG Home and T-systems. According to the revised planning the migration to TESTA-ng is scheduled for 2016.	Service levels to be delivered as per network SLAs in place	No	TESTA-ng network is not operational due to the 24-month delay, caused by a delay in the specific contracts signature between DG Home and T-systems. According to the new planning the migration to TESTA-ng is scheduled for 2016.
2.2.1.4	Continue preparations to take under management 'Smart Border' system Entry-Exit System (EES)	Contribute to negotiations of relevant legal instruments; assessments of infrastructure, staffing and organisational requirements for implementing and managing EES; pilot project	Yes		Timeliness of provided input Pilot project delivered according to plan	Yes	
2.2.1.4	Continue preparations to take under management 'Smart Border' system Registered Traveller Programme (RTP)	Contribute to negotiations of relevant legal instruments; assessments of infrastructure, staffing and organisational requirements for implementing and managing RTP; pilot project	Yes		Timeliness of provided input Pilot project delivered according to plan	Yes	
2.2.1.5	Implement, maintain and develop procedures and processes to ensure the highest level of data protection with regard to the Agency's administrative operations and with respect to the information systems under its management and to ensure their full implementation. Ensure compliance with best practice and relevant regulations in force through close cooperation with the EDPS.	Effective internal DP procedures to be implemented & regular internal reviews undertaken. Action plan to be drafted to address identified gaps in DP provision. DP Officer to prepare & submit an annual report to the Management Board on data protection, incidents and activities. The Agency to provide staff with mandatory staff training on data protection requirements & regulations in force.	Yes		Effective DP procedures to be implemented & no data protection issues through the year. Action plan to be implemented, report to be submitted to the MB on an annual basis & mandatory staff training on DP issues to be introduced	Yes	

2.2.1.5	Ensure that security measures & security plans for SIS II, VIS & EURODAC and for the communications networks related to these systems are fully implemented.	Appropriate & up-to-date information, advice and training for staff on security & provision of regular reports on compliance with detailed service level definition + Annual checks	Yes		Annual security training delivered Number of security incidents Quality and timeliness of the reports	Yes	
2.2.1.5	Ensure the Agency's offices, staff and systems operate in an appropriate and adequate security environment	Effective identification and management of all physical and information security risks. Implement Info Security standards as per ISO27001.	Yes		Maintain up-to-date risk register	Yes	
2.2.1.5	Implementation of business continuity management strategy through the Business Continuity Management System in accordance with ISO22301	Ensure business continuity and disaster recovery plans are implemented, tested and maintained in accordance with ISO22301	Yes		Regular BC training and exercises delivered (1 per year at least)	Yes	
2.2.1.6	Fulfilment of all reporting obligations as outlined in the Establishing Regulation & legal bases for systems under management; the Agency shall submit draft terms of reference for the evaluation & ensure adequate follow-up to recommendations stemming from retrospective evaluation.	Timely completion of reports as per relevant legal instruments; timely preparation of terms of reference	Yes		Full compliance with reporting obligations & deadlines as defined in all relevant legal instruments' Follow-up to the findings and recommendations stemming from the retrospective evaluation.	Yes	
2.2.1.7	Continued provision of the appropriate technical training on the use of SIS II, VIS and EURODAC to participating national authorities.	Agency to provide at least 1 course on each system under management in 2015	Yes		Course participant satisfaction to be 3 or greater (when measured on a scale of 1-5)	Yes	
2.2.1.7	Integrate requirement to provide SIS II training for Schengen experts into the Agency training schedule	Undertake impact assessment on the regulation on the establishment of evaluation and monitoring mechanisms to verify to what extent the application of the Schengen acquis will have an impact on the future provision of technical training by the Agency. Depending on the outcome, the Agency to provide at least one course on this subject in 2015.	Yes		Course participant satisfaction to be 3 or greater (when measured on a scale of 1 - 5)	Yes	

2.2.2.1	Develop the Agency's governance framework and its operational model to ensure sustainable and cost-efficient operations, following industry standards for corporate governance and IT Service Management (ITSM)	Agency to continue developing governance and operational models toward compliance with ITIL/ITSM and best practice standards through development of its strategic planning functions and corporate architecture, in addition to further developing its formal project management & business analysis capabilities.	Yes		Conclusions in evaluation report of the agency	Yes	
2.2.2.1	Further develop capacity within Agency's PMO. Move from a Project Office towards the establishment of a Programme Management Office by end of 2015	Strengthen existing PMO in terms of both resource and operating procedures. Integrate PMO into Agency governance model. Further, integrate and align programme management processes with the service model of Agency's 'business as usual' operations.	Yes		Number of programs / projects delivered with deviation <10 % from original schedule/budget	Yes	
2.2.2.1	Continued monitoring & optimisation of Total Cost of Ownership (TCO) for systems under management.	Annual TCO benchmark report; action plan to address findings of the report	Partially	In 2015 evaluation of the agency in accordance to Art. 31 of its Establishing Regulation has been performed. As part of evaluation a benchmarking exercise has been also performed. TCO benchmarking has been included into it.	Positive findings in the TCO benchmark report	N/A	Evaluation final report is under preparation by the contractor and has not yet been finalised at the time of preparing of this report
2.2.2.2	Continued regular follow up on KPIs for corporate performance	Data on KPIs collected regularly; KPI reports produced; draft Corporate balanced score card	Partially	The KPIs were adopted by the Management Board and a methodology for their implementation was adopted by the Management Committee. At the time of writing of this document the KPI were tested to gather practical experience of their implementation before starting the official collection of data.	KPIs regularly reported & performance analysis channelled into all decision-making processes and management levels	No	The first collection of data for all KPIs will be done in 2016.

2.2.2.2	Continued development and refinement of Agency-wide risk management framework	Put in place risk identification & management structure within the Agency that ensures a comprehensive process of systematically identifying and managing all organisational risks to a consistent level of detail	Yes		Put in place Key Risk Indicators in order to support the Agency's operational risk management activities and processes	Yes	
2.2.2.2	Evolution of the service model of the Agency	Annual review of the service model	Yes		Service quality survey indicate at least 'good' service level	Yes	
2.2.2.2	Further strengthening and deepening of internal control processes, standards and controls	Internal audit plan implemented; action plan(s) in place to address IA recommendations; external audit(s) performed as planned	Yes		Positive outcome of internal/external audits	Yes	
2.2.2.3	Focus on developing internal capacities, specifically in the area of biometrics	By the end of 2015 internal capacities in the area of biometrics are created	Partially	Internal knowledge sharing sessions have not been organised due to commitments of staff on other projects, to be re-run in early 2016.	Numbers of training sessions and conferences attended, number of internal knowledge sharing sessions held	Yes	
2.2.2.3	Develop relationships with thought leaders and research institutions (both public and private) in areas of mutual interest	Annual outreach programme to identify institutions in the public & private sectors. Design & put in place performance indicators to evaluate the scope & impact of outreach activity	Yes		Number of joint initiatives delivered	Yes	
2.2.2.4	Feed technology monitoring results into Agency's systems' operational management & evolution processes where appropriate	Provide regular research monitoring reports to management regarding applicable new technologies and solutions	Partially	Preparation is on-going, but the reports' likely completion is in Q1 2016.	New technologies/solutions identified and assessed in a structured manner. Where appropriate, tech/solutions put forward to Agency management and Advisory Groups	Yes	
2.2.3.1	Maintain and develop the eu-LISA liaison office in Brussels to further develop relevant partnerships with EU Member States and Associated Countries, European institutions and other relevant actors	Expand & consolidate eu-LISA's liaison office outreach activities with institutions and other parties	Yes		Positive image of the Agency in EU institutions; Number/quality of initiatives delivered to promote image of the Agency;	Yes	

2.2.3.2	Strengthen and deepen cooperation with other Agencies operating within eu-LISA's policy field	Annual action plans with relevant agencies as per signed MoUs & continue to explore further opportunities to sign formal MoUs with others & strengthen and deepen existing relationships where useful and practical	Yes		Identified actions in the action plans delivered as agreed	Yes	
2.2.3.4	Continue to promote the Agency & and maintain its positive image	Full implementation of eu-LISA's external communications strategy in order to further enhance the capacity of the Agency for public information delivery & increase awareness of the Agency's mandate and performance; Organisation of annual conferences and meetings	Yes		The Agency Communication Strategy & activities to ensure effectiveness; positive image of the agency; annual conference and awareness meetings organised	Yes	
2.2.3.4	Ensure the timely and accurate publication of such documents that are stipulated in the relevant legal bases.	Successful and timely publication of all legal and statutory notices, Work Programmes and Activity Reports for the Agency.	Yes		Information/reporting to be delivered to the requisite quality within agreed/statutory deadlines	Yes	
2.2.3.4	Continue to strengthen the Agency's internet presence	To maintain & regularly update the Agency's website & to optimise the site's visibility on the internet	Yes		Progressive increase in the number of hits the Agency's website receives during the period	Yes	
2.2.4.1	eu-LISA to evolve its strategic planning functionality & reporting during 2015 & embed strategic planning within annual Agency reporting cycle.	Issue 1st review of Agency Strategy 2014 -2020 in addition to implementation report for MAWP. Annual activity report for 2014 & Agency Work Program for 2016 to be released to MB for adoption.	Partially	MAWP adoption was delayed and therefore the first review of the strategy was delayed subsequently.	Strategy implementation to be delivered as per the implementation roadmap Strategy translated into operational objectives delivered as planned	Yes	
2.2.3.1	Maintain administrative and logistic support to the Management Board and Advisory Groups through the Secretariat of the Board	Provision to organise regular meetings and support to the MB and AGs	Yes		MB and AG meetings delivered as per planning	Yes	
2.2.4.2	Further consolidate and streamline Finance procedures to maintain a high level of ex-ante control.	Reduction in the number of reported errors and rejections in ABAC procedures	Yes		Number of exceptions through the year Number of errors Compliance with internal control standards	Yes	

2.2.4.2	Further improvement in the Agency's IT Financial Reporting capabilities, allowing more accurate reporting of spend/commitments against budget	Greater reporting functionality during 2015 i.e. detailed budget implementation report for 2015	Yes		Regular monthly reporting provided on time Quarterly budget reviews delivered on time Corrective actions put in place as required	Yes	
2.2.4.2	Improve upon the Agency's Budget Utilisation figures for 2015	Improve upon the total amount of budget utilised compared to the previous reporting period	Yes		Target of >95 % budget utilisation rate in 2015	Yes	
2.2.4.3	To provide services in the field of building management, facility management and logistics in Tallinn	Effective management & delivery of routine infra and logistics work at the site. Ensure to the extent possible that FM and Logistics elements of the programme for a new Agency site in Tallinn are on schedule.	Yes		Staff satisfaction from office conditions; timeliness of addressing new/changed demand; average running costs for facilities	Yes	
2.2.4.3	To provide services in the field of building management, facility management and logistics in Strasbourg	Effective management & delivery of routine infra and logistics work at the site. Delivery of new infra for Strasbourg data centre on time and to budget	Yes		New infrastructure delivered on time and within the budget;	N/A	New infrastructure will be in place in 2017
2.2.4.3	To provide services in the field of building management, facility management and logistics in Johann im Pongau	Effective management & delivery of routine infra and logistics work at the site.	Yes		Timely delivery of services	Yes	
2.2.4.3	Uninterrupted routine operation of logistics services to all Agency sites	Asset management system fully implemented to ensure continued uninterrupted routine operation of FM & logistics services to all Agency sites	Yes		Asset inventory up to date	Yes	
2.2.4.4	Further consolidate financial and procurement procedures	Consolidation of existing internal procedures and periodic review thereof based on internal/external auditors' recommendations as well as changes in the applicable rules and regulations (if any)	Yes		Internal work-flow (i.e. relationship between operational initiators and procurement) and interface with internal financial systems refined	Yes	
2.2.4.4	Further consolidate financial and procurement procedures	Regular in-house training and on demand coaching to the staff involved in the implementation of the procurement acquisition plan; e-learning platform established to share lessons learnt among the staff involved in the procurement cycle, and help map procurement-specific risks	Partially	The development of an e-learning platform is not business-critical and, as such, has been delayed. Its implementation will depend on the availability of the necessary SharePoint infrastructure in 2016.	Increased number of trained staff and creation of widespread awareness of legal implications of procurement and contract management activities	Yes	

2.2.4.4	Further consolidate financial and procurement procedures	Coordination of all phases of the procurement cycle and weekly provision of feedback on the state-of affairs	Yes		Increased number of successful procurement procedures completed on time (i.e. in accordance with the procurement acquisition plan, but subject to timely submission of technical specifications)	Yes	
2.2.4.4	Further consolidate financial and procurement procedures	Provision of legal advice on contract management issues (on demand)	Yes		Increased legal awareness and legal compliance in contract management	Yes	
2.2.4.4	Prepare, implement & monitor a procurement acquisition plan	Draft and implement the Agency's procurement acquisition plan for 2015	Yes		Procurement acquisition plan to be implemented in compliance with standards of quality (accuracy of information and consistency with the approved budget) and timeliness	Yes	
2.2.4.4	Prepare, implement & monitor a procurement acquisition plan	Realisation of an IT-based monitoring system for the procurement plan	Partially	Whilst the monitoring function has not been automatised yet, the accuracy of information and timeliness of procurement procedures is manually verified by the procurement sector and corrective actions are taken/recommended as necessary.	Plan monitored at regular interval through the new IT-based system (delays/bottlenecks identified and corrective actions promptly taken)	Yes	
2.2.4.4	Prepare, implement & monitor a procurement acquisition plan	Feasibility study and design of an electronic data interchange area as required by Art. 79 of FFR with a view to gradually introducing e-procurement.	No	Considering the potential for efficiency and cost avoidance, it is recommended to wait for the availability of the tool announced by the European Commission	Consolidated terms of reference for the electronic data interchange area (e-procurement)	No	Please see the explanation on the achievement of the annual objective.
2.2.4.5	Recruitment and retention of staff meet targets set	Meet targets for recruitment of additional staff for EES and RTP in 2015. Endeavour to keep staff turnover low	N/A	In 2015 the Smart Borders proposal was still not adopted by co-legislators. Therefore, the Agency was not in a position to undertake any recruitment in this respect	All posts to be filled within 20 week of publication & staff turnover rates to be less than 5 % per annum.	Partially	In 2015 the Smart Borders proposal was still not adopted by co-legislators. Therefore, the Agency was not in position to undertake any recruitment in this respect. With regards to the turnover rate in the Agency target has been achieved.

2.2.4.5	Further development of the Agency's competency framework	Further standardise job role and job families & launch staff engagement survey.	Yes		Recruitment, selection and staff development processes to be based on competency framework.	Yes	
2.2.4.5	Further development for the Agency's training framework	Implementation of the Agency's Learning and Development Strategy	Partially	A delay was encountered in coordinating the draft of the training module manual in the HR system of the Agency, as the text needed to be adapted to the eu-LISA working language (English) from the contractor's working language (French), upgrade of the document was also needed in terms of clarity to the end-users of the module. Completion of the training manual coincided with the end of the year/deadlines season and an across the Agency training in ABAC. This resulted in availability of the Agency's staff for the training. Training on the module that will include the training needs analysis, will be delivered in the lower duty season in 1 Q 2016.	Staff satisfaction from personal development	Yes	
2.2.4.5	Further development for the Agency's training framework	Implementation of the Agency's Annual Training Plan for 2015	Yes		Number of training sessions planned vs. delivered Number of staff trained Staff satisfaction from training sessions Efficiency/effectiveness of the staff after training sessions	Yes	
2.2.4.5	Further development for the Agency's training framework	Further embed and enhance e-learning culture within the Agency	Yes		Percentage of annual training sessions \delivered through e-learning vs. all training sessions Staff satisfaction	Yes	
2.2.4.5	Implementation of Agency's HR strategy	Implementation of Agency's HR strategy	Yes		That the Agency's HR strategy delivered	Yes	
2.2.4.6	Improve internal communication between the Agency's sites	Internal communication plan to be implemented.	Yes		Agency internal communication plan delivered as outlined	Yes	

2.2.4.6	Promote the mission, vision and core values of the Agency and to use them as drivers for the development of its corporate culture	Tailored Agency intranet site to be maintained and improved	Yes		Progressive increase in the number of hits that the Agency's intranet receives during the period	Yes	
2.2.4.7	Agency has effective information and document management systems in place	Develop & implement document management system that is based on European Commission standards and in compliance with relevant DP and security standards.	Partially	The implementation of a Document Management System is a complex task that should undergo a phased approach. 1. On a first level, the process should develop the necessary policies and procedures also in accordance and compliance to the security and dissemination needs of the Agency. The necessary approval and dissemination flows as well as the backup and archiving processes should be designed with the necessary level of detail. 2. The second stage should include an investigation of coverage of the basic document management functionalities like search, retrieval, versioning, metadata and the flows addressed above. 3. Upon approval of the Management Committee on points 1 and 2, the full compliance with the ISO 15489 can be sought. The process is currently in the first two phases outlined above.	Agency DMS to be fully compliant with ISO 15489	Partially	Only if phases 1 and 2 described in the explanation on the partial achievement of the specific objective are covered to a significant percentage, and having Management approval, the full compliance with ISO 15489 will be pursued as a third and last objective.
2.2.4.8	Perform internal audit engagements as outlined in the 2015 Internal Audit plan	Timely provision of relevant IA reports to management	Partially	The audit on IT Operations was not implemented. The auditor in charge, the IAS, had experienced some staffing issues, which were solved recently. The audit will be implemented in April 2016.	Controls and activities recommended in the audit plan are fully implemented & appropriate action plans are in place where appropriate	Yes	

2.2.4.8	Liaise with external auditors and ECA where necessary	Facilitate other auditor's fieldwork at the Agency on an ad hoc basis	Yes		Full cooperation with other auditors' fieldwork in the Agency	Yes	
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