



2017-014

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# eu-LISA Consolidated Annual Activity Report

2016

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# List of abbreviations and acronyms

|          |  |
|----------|--|
| AFIS     | Automated Fingerprint Identification System                      |
| AFSJ     | Area of Freedom, Security and Justice                            |
| AG       | Advisory Group   |
| AMMU     | Applications Management and Maintenance Unit                     |
| AWP      | Annual Work Programme  |
| BCU      | Backup Central Unit- backup centre in St. Johann im Pongau       |
| BMS      | Biometric Management System                                      |
| BRX      | Brussels   |
| CA       | Contract Agent   |
| CAF      | Common Assessment Framework                                      |
| CBS      | Core Business Systems  |
| CEOS     | Conditions of Employment of Other Servants of the European Union |
| CEPOL    | European Union Agency for Law Enforcement Training               |
| CFTs     | Call For Tenders   |
| ChMP     | Change Management Process  |
| CMG      | Change Management Group  |
| CMM      | Capability Maturity Model  |
| CMMI     | Capability Maturity Model Integration                            |
| CoE      | Centre of Excellence   |
| COM      | European Commission  |
| COTS     | Commercial off-the-Shelf   |
| CRMC     | Corporate Risk Management Committee                              |
| CS       | Core System  |
| CSI      | Continual Service Improvement                                    |
| CSIS     | Continual Service Improvement System                             |
| CSS      | Corporate Service Sector   |
| CU       | Central Unit - the main data centre in Strasbourg                |
| DB       | Database   |
| DP       | Data Protection  |
| DPC      | Data Protection Coordinators                                     |
| DPO      | Data Protection Officer  |
| DubliNet | Communication network for Eurodac                                |
| DWH      | Data Warehouse   |
| EASO     | European Asylum Office   |
| ECA      | European Court of Auditors                                       |
| ECRIS    | European Criminal Records System                                 |
| EDPS     | European Data Protection Supervisor                              |
| EES      | European Entry/Exit System                                       |
| EiO      | Entry into Operation   |
| EMPACT   | European Multidisciplinary Platform against Criminal Threats     |
| ENISA    | European Union Agency for Network and Information Security       |
| EPMO     | Enterprise Project Management Office                             |
| EPSO     | European Personnel Selection Office                              |
| ESP      | European Search Portal   |
| ETIAS    | EU Travel Information and Authorisation System                   |

|          |   |
|----------|---|
| EU       | European Union  |
|          |   |
| eu-LISA  | European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice   |
| Eurodac  | European Asylum Dactyloscopy Database   |
| Eurojust | European Union's Judicial Cooperation Unit  |
| EUWS     | End User Works Station (eu-LISA CBS management network)   |
| FG       | Function Group  |
| FPU      | Finance and Procurement Unit  |
| FRA      | Fundamental Rights Agency   |
| Frontex  | European Border and Coast Guard Agency  |
| FTE      | Full-time equivalent  |
| FwC CSI  | Framework contract for Common Shared Infrastructure   |
| GCU      | General Coordination Unit   |
| H&S      | Health and Safety   |
| HLEG     | High Level Expert Group set up by COM in the context of the April 2016 Communication <i>Stronger and Smarter Information Systems for Borders and Security</i> |
| HQ       | Headquarters  |
| HR       | Human resources   |
| HRS      | Human Resources Strategy  |
| HRTU     | Human Resources and Training Unit   |
| IA       | Internal Audit  |
| IAC      | Internal Audit Capability   |
| IAS      | Internal Audit Service of the European Commission   |
| ICS      | Internal Control Standard   |
| ICT      | Information and communication technology  |
| IMS      | Information Management Strategy   |
| ISMS     | Information Security Management System  |
| ITIL     | Information Technology Infrastructure Library   |
| ITSM     | Information Technology Service Management   |
| JHA      | Justice and Home Affairs  |
| KPI      | Key Performance Indicator   |
| LMS      | Learning Management System  |
| MAWP     | Multi-Annual Work Programme   |
| MB       | Management Board  |
| MoU      | Memorandum of Understanding   |
| MPLS     | Multiprotocol Label Switching   |
| MS       | Member States   |
| MSP      | Microsoft Project   |
| MWO      | Maintenance in Working Order  |
| NCP      | National Contact Points   |
| NS       | National system   |
| OIU      | Operations and Infrastructure Department  |
| OLA      | Operational Level Agreement   |
| OD       | Operations Department   |
| OSH      | Occupational Health and Safety  |
| PAP      | Procurement and Acquisition Plan  |
| PIA      | Privacy Impact Assessment   |

|          |  |
|----------|--|
| PKI      | Public Key Infrastructure  |
| PMO      | Project Management Office  |
| PSC      | Personnel Security Clearance   |
| QM       | Quality Management   |
| R&D      | Research and development   |
| RAD      | Resources and Administration Department  |
| RDO      | Research and Development Officer   |
| SAAS     | Software as a service  |
| SACs     | Schengen associated countries  |
| SB       | Smart Borders  |
| SBX      | Strasbourg   |
| SD       | Service Desk   |
| SEC      | Security Sector  |
| SIEM     | Security Information and Event Management  |
| SIS II   | Schengen Information System  |
| SIRENE   | Supplementary Information Request at the National Entries  |
| SLA      | Service Level Agreement  |
| SNEs     | Seconded National Experts  |
| SNMP     | Simple Network Management Protocol   |
| SOA      | Service-Oriented Architecture  |
| SON      | Security Officers Network  |
| SPD      | Single Programming Document  |
| SPOC     | Single Point of Contact  |
| sTESTA   | Trans European Services for Telematics between Administrations                                       |
| SW       | Software   |
| SXB      | Strasbourg   |
| TA       | Temporary Agent  |
| TCO      | Total Cost of Ownership  |
| Testa-NG | Trans European Services for Telematics between Administrations – new generation                      |
| TLL      | Tallinn  |
| TTS      | Technical Tender Specifications  |
| VAAS     | Virtualisation Active/Active Study   |
| VIS      | Visa Information System  |
| VIS Mail | Communication platform for information exchange between relevant authorities and other Member States |
| WAN      | Wide Area Network  |

# 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 the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA or the Agency) has analysed and assessed the Executive Director's Consolidated Annual Activity Report on the achievements and results for 2016. The Board acknowledges the Agency's performance and notes the following observations, in particular.



## General observations

The Management Board:

- considers that eu-LISA's performance in 2016 was aligned with the objectives set out in the Agency's Establishing Regulation and with the goals and objectives established in the Agency's long-term strategy for 2014-2020;
- acknowledges that the Agency successfully delivered its mandate through the year;
- observes the high level of achievement of the annual objectives of the Agency's Annual Work Programme for 2016, in terms of both results achieved and performance;
- acknowledges that, in addition to successfully delivering its Annual Work Programme for 2016, the Agency demonstrated agility and flexibility, thus exceeding the tasks that were originally planned in the Annual Work Programme for 2016;
- acknowledges the continuously growing importance of the systems that have been entrusted to the Agency for the functioning of the Schengen area and acknowledges that the need for the Agency to be reinforced with additional human resources accordingly is duly justified;
- supports the conclusion regarding the need to establish necessary instruments for staff retention in the Agency;
- emphasises the importance of the projects for the reconstruction of the operational site of the Agency in Strasbourg and the new headquarters building in Tallinn for the future long-term development of the Agency;
- acknowledges the positive outcome of the first external evaluation of the Agency, which was performed by the European Commission in close cooperation with the Management Board.

## Observations on the main policy's strategic and operational achievements

The Management Board:

- recognises the efforts of the Agency in executing the Annual Work Programme for 2016 within the existing human resources limitations; although a limited number of objectives were not fully achieved, the Board found that the performance of eu-LISA met the expectations of its stakeholders to a considerable extent;
- considers that the way the Agency handled the substantially increased workload was highly adequate;
- emphasises the high level of importance of the European Entry/Exit System (EES) and encourages the Agency to continue with preparations for its implementation. The Agency takes note of the status of the actions that are required for EES implementation and of the effects on interoperability in relation to EES development;

- emphasises the importance of the Automated Fingerprint Identification System (AFIS) for the Schengen Information System (SIS II) with respect to the internal security of the European Union (EU) and thanks the Agency for being proactive in beginning implementation in a timely manner;
- finds that the actions performed by the Agency to manage all three systems currently entrusted to it (Eurodac, Visa Information System/Biometric Management System (VIS/BMS) and SIS II) are adequate in relation to the objectives set out in its Establishing Regulation;
- acknowledges the agility of the Agency in addressing urgent and unplanned needs with regard to the implementation of AFIS within SIS II to address increased security and terrorist threats in the EU;
- emphasises the importance of the Agency in further improving and streamlining delivery of the data quality reports for the Member States;
- takes note of the efforts of the Agency to review and improve the Change Management Process in close collaboration with Member States and the European Commission;
- thanks the Agency for the efforts made to support the work of the High Level Expert Group (HLEG) and, considering the importance of interoperability, encourages the Agency to continue its engagement;
- welcomes the further development of the internal capabilities of the Agency with regard to budget planning and monitoring to ensure sound management of the Agency's financial resources; the Board acknowledges that the overall execution level of commitments and payments was 97%, with a target of 95%;
- expresses its satisfaction with the high level of compliance with the implemented internal control system of the Agency, which is also acknowledged by the audits performed through the year and by the fact that no critical recommendations were issued.

## **Management Board assessment of the management of the Agency**

The Management Board, acknowledging the results delivered by the Agency in 2016, expresses its satisfaction with the quality of the management of the Agency.

## **Variations in the use of human and financial resources compared with the Annual Work Plan**

The Management Board considers:

- that this report provides sufficient assurance that resources (staff and budget) are used by the Agency in line with their intended purpose and in accordance in the AWP 2016;
- that all variations in the use of resources are justified, considering the results achieved by the Agency and the outcomes of the audits that have been performed.

## **Performance indicators**

The Management Board acknowledges that the Agency, following its start-up phase, made significant progress in 2016 towards the adoption of a comprehensive set of Corporate Performance Indicators. This set of indicators was adopted in March 2015 by the Management Board and the implementation of the agreed indicators has been reported. The Agency continues its work in improving the outcome of these Corporate Performance Indicators.

## **Risk and control environment**

The Management Board acknowledges that:

- the main risks to the organisation, which might have jeopardised the delivery of the AWP, have been identified and adequate preventive and mitigating measures have been put in place;



- the internal control and management systems are working adequately, considering the results achieved by the Agency and the outcomes of the audits performed.

## Assurances and reservations issued by the Authorising Officer

The Management Board:

- considers that adequate and appropriate measures are in place to address any management and control weaknesses identified;
- considers that the necessary building blocks for assurance are in place;
- notes that eu-LISA has not yet implemented activity-based budgeting; therefore, information on the use of human and financial resources for each activity is not available for 2016.

## Recommendations

The Management Board, considering the information provided in this report, encourages the Agency, in 2017, to:

- continue delivering on its mandate and extend, where possible, relevant support to Member States and the European Commission in the area of freedom, security and justice;
- refine its planning activities in the context of the drafting of the Single Programming Document (SPD) and to adopt the draft SPD by 31 January;
- continue and accelerate its preparations for the introduction of activity-based management as a matter of priority;
- continue the development of its internal control system, paying special attention to the efficiency of internal processes and the further development of the competencies and skills of staff members;
- give due consideration to the findings of its internal audit capability;
- finalise implementation of the set of Corporate Performance Indicators;
- provide the Board with an action plan for the implementation of the non-legislative recommendations of the evaluation of the Agency and implement this action plan following its adoption by the Board.

## Conclusion

The Management Board is satisfied with the overall performance of eu-LISA in 2016 and the level of achievement of the goals, objectives and results that were established in its AWP, as well as by the level and adequacy of the 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 (eu-LISA or the Agency) was set up in 2011 by Regulation No 1077/2011 and became operational on 1 December 2012. The establishment of the Agency aimed to provide a long-term solution for the operational management, at European Union (EU) level, of large-scale information technology (IT) systems in the area of freedom, security and justice, both now and in the future.

The Agency currently manages the Visa Information System (VIS), the Schengen Information System (SIS II) and Eurodac. These systems are essential for the normal functioning of the Schengen area, for efficient management of its external borders, for the implementation of common asylum and visa policies of the EU and for internal security. The Agency is also responsible for communication infrastructure and the coordination of relations between Member States and the relevant network service providers. The Agency also delivers tasks that are related to the management of supplementary information exchange mechanisms (i.e. Supplementary Information Request at the National Entries (SIRENE), DubliNet and VIS Mail 2), which are used in conjunction with these systems.

In the future, eu-LISA may also be made responsible for the development, implementation and operational management of other large-scale IT systems in the Justice and Home Affairs (JHA) domain, namely the European Entry/Exit System (EES), the EU Travel Information and Authorisation System (ETIAS), etc., as long as the co-legislator adopts the relevant legal instruments.

The Agency's mission, which reflects its mandate and objectives, is to continuously add value to Member States, supporting, through technology, their efforts for a safer Europe. The Agency is committed to:

- proving that high-quality and efficient services and solutions can be supplied to our stakeholders;
- earning 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 eu-LISA are:

- accountability: deploying a sound governance framework, sound financial management and cost-efficient operations;
- transparency: providing regular and open communication with the Agency's key stakeholders and engaging them in a continuous dialogue to define the long-term strategy for the development of the Agency;
- excellence: ensuring that the correct organisational structure, people and processes are in place to ensure service continuity for Member States;
- continuity: ensuring that the Agency will make the best use of expertise, knowledge and the investments made by Member States, and will continue to develop them;
- teamwork: seeking to empower individual team members to make the best use of their knowledge and experience to contribute to the common success;
- customer focused: ensuring that the Agency is aligned at all times with the needs and demands of its stakeholders.

# Executive summary

In 2016, Europe continued to experience the effects of the conflict in the Middle East. This, combined with high and sustained levels of terrorist threats and attacks, along with other forms of serious organised crime, created a very challenging environment in which the contributions of the European Agency for the operational management of large-scale IT systems in the area of freedom, justice and security (eu-LISA) to the continuous availability of the systems entrusted to it were of critical importance for the normal functioning of the Schengen area. Furthermore, in 2016, the importance of large-scale information technology (IT) systems for internal security, border management and migration management was broadly recognised and established as a political priority at European Union (EU) level. This raised the profile of eu-LISA and, at the same time, increased the expectations and demands for the results that the Agency had to deliver.



In this context, eu-LISA continued to deliver its mandate by focusing its efforts on the stable, effective and efficient operational management of the systems entrusted to it. The systems were available 24/7 to Member States, along with all the services necessary for their optimal use. It should be emphasised that, for all three systems (Visa Information System/Biometric Management System (VIS/BMS), Schengen Information System (SIS II) and Eurodac), there were no major incidents this year that limited or prevented their normal use by Member States. The Agency continued its proactive engagement with Member States to address their evolving needs and the shifts in political priorities at EU level. All planned activities with regard to corrective and adaptive maintenance were delivered as planned, thus contributing to the stable and uninterrupted functioning of the systems.

Along with operational management, eu-LISA dedicated significant resources to the further evolution of the technical and functional capabilities of the three systems. In 2016, the project portfolio of the Agency consisted of more than 30 projects of differing scales and levels of importance. All were delivered as planned and it is worth mentioning that some had a significant positive impact on the capabilities of the systems, in particular:

- an increase in the throughput of VIS to 450 000 transactions per hour and to a system capacity of 60 million visa applications;
- the beginning of the implementation of AFIS for the Schengen Information System;
- the upgrade of the capacity of the Eurodac database to 5.5 million records and the beginning of the 7 million records upgrade project.

At the same time, eu-LISA, following approval by its Management Board, began preparations for the implementation of the European Entry/Exit System (EES). The Agency also participated in a number of high-level meetings involving the Council and the European Parliament in which the Agency contributed its expertise to the exchange of views and addressed particular aspects of the architecture, implementation and operation of the systems.

The Agency invested significant efforts and resources in using its expertise to support the European Commission during the preparation of new legal initiatives. In particular, the Agency made broad contributions to the technical, operational and budgetary aspects of the preparation of the Dublin Reform Package, the proposal for the establishment of the EU Travel Information and Authorisation System (ETIAS) and the SIS II Recast proposal. The Agency was also engaged, for the first time since its establishment, in projects in the justice domain, namely e-CODEX and the European Criminal Records System for Third Country Nationals (ECRIS TCN).

On 6 April 2016, the European Commission issued a communication entitled 'Stronger and Smarter Information

Systems for Borders and Security'. Shortly after the publication of this communication, the European Commission constituted a High Level Expert Group (HLEG) on interoperability. Its task was to investigate communication and to explore the different dimensions of interoperability in depth. Considering the importance of interoperability, the Agency established an internal task force to follow the work of the HLEG closely and to contribute to it. This enabled the Agency to provide a broad and proactive contribution to the work of the group, preparing a number of key inputs, such as a roadmap for the improvement of data quality, a roadmap for the development of a shared biometric matching service and many others. The Agency was a proactive contributor to the work of the subgroups that were created to support the work of the HLEG. In the HLEG's interim report, which was issued in December 2016, eu-LISA was requested to extend its contribution and to deliver a number of studies regarding the technical options for the development of a European Search Portal (ESP) and shared BMS. A proof of concept for an ESP was also requested, along with a number of other activities in the area of data quality and a common data repository. The Agency will continue its contribution to and support of the HLEG in 2017.

In 2016, eu-LISA continued to extend its cooperation with the remaining Justice and Home Affairs (JHA) agencies. The annual report of the JHA agencies network indicates that eu-LISA has engaged in a higher number of joint activities with other agencies than in any earlier year. Its contribution to the area of counter-terrorism should be specifically mentioned, along with its further efforts to develop service sharing between JHA agencies.

The Agency is growing as a career organisation and is of the view that people are its most valuable asset. In 2016, eu-LISA continued to grow and develop its staff. The Agency was particularly successful in the implementation of its retention policy. Considering the significantly increased workload of staff members, it was surprising that the annual turnover rate remained as low as 7 %.<sup>1</sup> An important element of the Agency's retention policy, which was implemented by the Management Board following a proposal made by the Executive Director, is the possibility that Temporary Agents (TAs) can receive indefinite contracts at the end of their first contractual term. This measure is expected to have a significant positive effect on the morale and motivation of staff, as well as allow the Agency to retain key in-house knowledge and expertise.

In accordance with Article 31 of the Agency's Establishing Regulation, the European Commission, in close consultation with the Management Board, performed an evaluation of the actions of eu-LISA. The final report of this evaluation<sup>2</sup> was presented to the Management Board in March 2016. In accordance with the Establishing Regulation of the Agency, the 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<sup>3</sup>. The evaluation of the Agency has demonstrated that eu-LISA fulfils its tasks effectively. Because the Agency has been entrusted by the EU legislator with the management of the three systems described above, the Agency has been able to pool its resources and ensure that synergies are utilised to give a more consistent approach. The Agency also contributes, therefore, to a more coordinated, effective and coherent IT environment (see Annex VI). The findings and recommendations stemming from the external evaluation have been followed up adequately through an action plan, which was adopted by the Management Board, and have provided valuable input for the overall further development of the mandate of eu-LISA.

It would not be an exaggeration to conclude that 2016 was the most intense and demanding year since the start of operations for eu-LISA. Nevertheless, the Agency completed this year successfully, delivering its Annual Work Programme to its full extent, performing nearly all of the proposed activities as planned and achieving all the relevant operational objectives. In addition, a number of additional tasks were taken on during the year. Along with day-to-day activities, eu-LISA continued to deliver its long-term goals and objectives through continuous

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<sup>1</sup> Target for turnover rate in 2016 was 5 %.

<sup>2</sup> This was the Agency's first external evaluation since its establishment.

<sup>3</sup> However, as long as the strategy does not currently exist, it has been agreed by the eu-LISA Management Board to exclude this element from the terms of reference for the evaluation.

development of its operational and governance models and the adoption of good governance practices and industry standards.

Finally, I would like to note that all these remarkable achievements would not have been possible without the commitment and dedication of the entire team at the Agency. I would like to use this opportunity to thank each employee of eu-LISA for his or her contribution to the delivery of the Agency's objectives throughout the year!

### **Main issues submitted to the Management Board**

The Agency continued its very close and constructive collaboration with the Management Board in 2016. The main issue that the Agency brought to the Board, which was discussed during the year, was the staffing situation of eu-LISA and, in particular, the fact that there was a continuous increase in the number of tasks assigned to the Agency, while, at the same time, eu-LISA continued to reduce the scope of its Establishing Plan.

### **Budget implementation**

In 2016, eu-LISA managed a budget of EUR 80.02 million, which was received from the EU. The Agency retained its high budget implementation rate by the end of the year, which was as follows:

- 97.9 % for commitment appropriations;
- 97.6 % for payment appropriations, including the carry-forward of administrative expenditure to 2016.

### **Human resources**

In January 2016, eu-LISA adopted its HR Strategy that will guide its activities in the area of human resources management until 2020. The Agency continued its efforts to ensure the retention and development of its staff, with the aim of building a sustainable, efficient and agile organisation, while forecasting and maintaining the accurate baselines for workloads, costings and staffing levels needed to ensure the optimum performance of all systems under current management.

Although in 2016 workload of the Agency's staff was significantly increased, eu-LISA was still requested to reduce staff numbers even more in order to meet the target outlined by the European Parliament and the Council to reduce staff numbers by 5 % between 2013 and 2018. In 2016, the total staff population of eu-LISA consisted of 155 posts (118 Temporary Agents (TA), 29 contract Agents (CA), 8 Seconded National Experts (SNEs)) and 3 interns. At the end of the year, 144 posts were occupied and, for 3 posts, job offers had been accepted, while 8 posts remained vacant; some of these posts were not filled because of the cuts foreseen for 2017.<sup>4</sup> The proportion of staff that left the Agency was approximately 7.64%, as 11 employees left the organisation in 2016.<sup>5</sup> It should be noted that most of the employees who left the Agency were located in Tallinn. This can be attributed partly to the significant increase in workload throughout the year and partly to the substantial differences in compensation between Tallinn and Strasbourg (the difference in salaries for the same category of employee is approximately 40%, which is a result of the different correction coefficients for these locations). The average number of training days per person in 2016 was 4.55 days.

### **Assessment by the management**

The management of the Agency has reasonable assurance that suitable internal controls are in place and that they

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<sup>4</sup> 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.

<sup>5</sup> The figure includes all types of employees in the Agency, that is, Temporary Agents, Contract Agents and Seconded National Experts.

are functioning as intended; throughout the year, major risks are being appropriately identified, monitored and mitigated.

### **Audit results**

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

### **Risks**

For the year 2016, a total of six major corporate risks were identified. A corporate risk response plan has been established to address them.<sup>6</sup>

**Krum GARKOV, Executive Director**

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<sup>6</sup> See Section 3.1, Risk Management, and Annex VII.

# 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

One of the building blocks of the normal functioning of the Schengen area are the systems managed by eu-LISA. In 2016, eu-LISA continued its efforts to deliver the objectives set out in Article 2 of the Establishing Regulation of the Agency. At the same time, eu-LISA aimed to continuously improve the services it delivers to its stakeholders. The Agency identified particular opportunities to evolve the cost-efficiency and effectiveness of the operational management of these systems. They include, but are not limited to, building and refining each system's roadmap, implementing a comprehensive schedule of adaptive and corrective maintenance and looking, at the same time, for ways in which to optimise and consolidate each system's infrastructure. In this respect, a significant achievement of the Agency has been the finalisation of its technology strategy, which sets milestones for the gradual optimisation of operations with 5-years horizon. At the same time, the audit of IT operations performed by the IAS provided assurance that the Agency set a solid foundation for its operational model, utilising industry best practices and standards for service management such as Information Technology Infrastructure Library/Information Technology Service Management (ITIL/ITSM).

For SIS II, the alerts stored in the database at the end of 2016 were over 70 million, showing an increase of 11.6 % compared with the data stored by the end of 2015. The total number of visa applications stored into the system at the end of 2016 was almost 36 million, which represents an increase of more than 75 % from the previous year. The increase observed for the number of fingerprint sets stored was even larger; this number reached over 30 million by the end of 2016, which was an increase of 85 % compared with the number stored at the end of 2015. For Eurodac, the number of fingerprint sets stored in the system have grown of 25 % in one year, reaching over 5 million sets by the end of 2016.

### *Operational management of SIS II*

During the 2016 reporting period, the SIS II central system was functioning in a stable manner in compliance with the Service Level Agreement (SLA). There were no major incidents that prevented normal use of the system, which was heavily utilised by Member States as a result of increased terrorist threats in Europe and growing information exchange between law enforcement agencies. SIS II remained the main and most powerful platform for cooperation and information exchange within the EU. In addition, the implementation of biometric matching capabilities in SIS II (the Automated Fingerprint Identification System (AFIS)) was initiated and is in progress. For that reason, a number of SIS II activities planned for 2016 had to be reprioritised for 2017, as agreed with Member States.

### *Operational management of VIS/BMS*

During the 2016 reporting period, the service management activities for VIS/Biometric Management System (BMS) were delivered to their full scope. The general performance of both VIS and BMS was in line with the SLA. There were no performance issues or major incidents that might have prevented normal use of the system. The adaptive and corrective maintenance of VIS and BMS, the continued provision of 24/7 application management services, the supervision of maintenance and the provision of assistance to Member States, under new contracts, were all delivered.

### *Operational management of Eurodac*

For Eurodac, the execution of projects to implement and revise some aspects of its functionality and technical infrastructure was required as a result of its Recast regulation in 2015 and this continued in 2016. Such changes included amendments to the contractual arrangements for third-party maintenance, in addition to changing aspects of the system's reporting functions to be compliant with the revised legal basis.

The Eurodac traffic sustained its high volume during 2016, especially during Q1. The overall performance and

accuracy of the system remained high and within the agreed SLA levels. The eu-LISA Service Desk monitored the system performance on a 24/7 basis and provided necessary assistance to Member States, as required.

### **Evolution of the systems**

The systems, managed by eu-LISA, were evolved in accordance with the changes in the relevant legal instruments and Member States' operational needs. Following clearly defined roadmaps for each system, the Agency planned necessary actions in its Annual Work Programme for 2016. The efforts were focused on SIS II and Eurodac, as 2016 was a transitional year with regard to VIS/BMS, having a new MWO contract in place and handover between the new and the old contractors. Nevertheless, for VIS/BMS, a few important evolutions were also accomplished.

As a whole, there were a significant number of evolutionary projects planned for 2016. Some of them, such as the implementation of virtualised test platforms, will provide long-term benefits for all of the systems under eu-LISA management. Others focused on particular systems, aiming to develop and/or improve their capabilities.

#### *Evolution of SIS II*

SIS II enables competent authorities to enter and consult alerts on certain categories of wanted or missing persons and objects. In the case of alerts that are related to persons, SIS II already offers the possibility of processing biometric data. The possibility of identifying a person on the basis of his/her fingerprints, a functionality that requires the implementation of AFIS, has been the major evolution of the system, which was initiated in 2016. The activities for SIS II in 2016 consisted of the following:

- Studies:
  - additional capacity on queries;
  - the central system simulator;
- Evolutions:
  - AFIS for SIS II phase 1;
  - increase of the capacity of the SIS II database to 100 M alerts;
  - additional standard queries — phase 2;
  - additional capacity for queries — phase 1;
  - SIS II ITSM tool capabilities evolution.

In 2016, Croatia proved its technical capability of fully integrating into SIS II, passing all the relevant tests and approval workflows. Its full integration is now dependent on a formal decision by the European Council. Ireland began its preparations to also fully integrate into SIS II at a later stage.

To provide better system resiliency, business continuity and better data centre resource utilisation, a study to explore the feasibility of establishing active/active modes of operations between the central and backup SIS II systems was carried out.

eu-LISA had to re-align its planning to sufficiently address the incorporation of AFIS into its activities, so the Agency considered a two-step approach in which all the necessary preparatory work, including the design of the AFIS solution, was planned for 2016, while actual implementation and entry into operation were planned for 2017-2018. In the reporting period, eu-LISA, in cooperation with Member States, finalised the requirements for the system as part of the design work and the necessary contractual arrangements, and progressed further with implementation. For that reason, a number of SIS II activities that were planned for 2016 had to be reprioritised for 2017, as agreed with Member States.

#### *Evolution of VIS/BMS*

Following the completion of the global roll-out of VIS/BMS in 2015, the system continued to grow and gradually reach its cruising operational capacity. The Agency had to reinforce the capacity of its testing infrastructure to finalise the foreseen capacity increase of VIS and the BMS efficiently and properly.

Contractually, a new VIS/BMS MWO contract was awarded. The handover between contractors was organised and the activities planned, between the new and the old MWO contractors, have been carried out in accordance with



the agreed schedule. However, the Agency had to invest additional efforts to enforce the strengthened contractual requirements in order to set up the working methods and processes properly. Ongoing evolutions under the previous MWO contract were delivered as planned, in particular:

- the Visa Code Plus project was implemented in line with the agreed planning;
- the implementation of BMS 2.2 was carried out in May 2016, thus increasing the capacity of the database to 60 M records;
- VIS Mail 2 entered into operation on 20 January 2016, as per the relevant European Commission Decision; the system observation period was completed on 21 March 2016 and the final report, together with the non-paper document, was delivered to the Council on 21 March 2016;
- VIS-BMS Logging correlation was deployed in a specific release in May 2016 and this improved the traceability between VIS visa applications and BMS records, thus facilitating end-to-end investigations;
- the release, including the third phase of VIS evolution, the increase of VIS database capacity and the redesign of VIS transactional error management, has been rescheduled due to the contractors' non-compliance with the contractual performance requirements; a remediation plan was established and was successfully implemented in August 2016, thus increasing the capabilities of VIS to process up to 450 000 transactions/hour.

The increase in the capacity of VIS was aligned with future business needs; the first phase of the Visa Code Plus activities, integration of Croatia into VIS and the reinforcement of the VIS/BMS testing infrastructure were all delivered. The increase in the VIS database capacity to 60 M visa applications and the Visa Code Plus changes are items that were added to the Agency's initially planned AWP for 2016 and were delivered successfully.

A multi-annual roadmap covering core projects aligned with business needs, both technical and functional, was defined and different technical studies were initiated. Several technical projects of a smaller scale, but mandatory for the continuity of full support of the infrastructure, were managed in parallel under the umbrella of the adaptive maintenance of VIS and were delivered in August 2016. A first step towards the virtualisation of the VIS and BMS environments has been completed with the delivery of two new test environments in the context of the New Test Environments (NTE) project and the related benefit has already been considered in the context of future activities. Several project activities resulted in the decommissioning of a number of assets and, following a meticulous assessment of possible reusability, were securely sanitised and removed from the data centres.

#### *Evolution of Eurodac*

With regard to Eurodac, in 2016, the Recast Project was officially closed after final acceptance of the new version of the system. At the same time, as an emergency response to the migratory crisis, the Management Board approved an increase in the capacity of the system's database to 7 M records. The Agency successfully delivered the first phase of the upgrade: first the capacity was increased to 5.5 M records and afterwards the project to size the system up to 7 M records was initiated. Eurodac reports and statistics were delivered as part of the Recast Implementation.

Evolutionary maintenance services, including the supply of hardware and software to ensure the functioning of Eurodac in accordance with the applicable regulation requirements, were delivered under the existing Recast Framework Contract (FWC), which is to be replaced by a new MWO contract for Eurodac next year. The final draft of the technical specifications is expected to be ready in Q1 2017.

To support the efforts of the European Commission to prepare and introduce the Dublin Reform Package, the Agency performed a comprehensive technical impact assessment and assisted the European Commission in specifying the requirements for the further evolution of Eurodac. The Agency participated in a number of working meetings and discussions with the Council. The EURODOMAIN connections, which are used by Eurodac, have been migrated to Trans European Services for Telematics between Administrations — new generation (Testa-NG) for both Member States and the central system. Additional support was provided to Ireland and Cyprus to testing evolutions of their national system.

An impact analysis study on how to set up an encrypted virtual network dedicated to Eurodac data to replace the existing EURODOMAIN and to enable secure web services (xml) transmission between the core system (CS) and the

national system (NS) (Article 3(1)(b) European Union Regulation No 603/2013) has been rescheduled, as it is dependent on a global study for a unified network that will be implemented in 2017 by eu-LISA.

### **Network and communication infrastructure**

The Agency continues to be responsible for the supervision, security and coordination of relations between Member States and any third-party provider for the communication infrastructure for Eurodac, SIS II and VIS/BMS (tasks relating to the operational management of these systems can be entrusted to third-party private sector providers or other bodies). The Agency shares the responsibility for the management of the communication infrastructure with the European Commission, which is responsible for all other tasks relating to this, in particular, those tasks relating to budgets, acquisition, renewal and contractual matters. The network provider is bound by the security measures that are laid down in the basic instruments for each system and has no access to any of the systems' operational data. The Agency will continue to ensure that these contractual provisions are respected and will continue to maintain and monitor these networks throughout the reporting period to ensure their ongoing security and reliability.

Secure and reliable communication infrastructure is a continued outcome. Therefore, during 2016, eu-LISA continued to be responsible for the respective communications and information exchange platforms (SIRENE Mail, VISION, DubliNet and VIS Mail 2). The Agency will continue to oversee and supervise the systems' relevant communication infrastructure, a task it currently shares with the European Commission. Relevant SLA reports were provided to the Directorate-General for Migration and Home Affairs (DG HOME) in a timely manner, in accordance with the memorandum of understanding (MoU) that is in force.

The DubliNet operational management services were also delivered in accordance with the MoU signed by the European Commission. With regard to VISION, the Agency successfully ensured the effective integration and management of the operational tasks.

The proposal of how to address the VIS 2nd encryption layer, including the approach, high level design and schedule, was presented to Member States. The technical specifications for the fall-back solution market study and for the pilot design and implementation were prepared. The fall-back solution market study was started. VIS Mail 2 entered into operation on 20 January 2016, as per the relevant European Commission decision. The system observation period was completed on 21 March 2016 and the final report, together with the non-paper document, was delivered to the Council on 21 March 2016.

### **Development and implementation of New Systems**

In February 2013, the European Commission introduced a package of legislative proposals on Smart Borders, which aim to modernise the management of the Schengen external borders. A technical study to further address the most suitable solutions and to make cost estimates for implementing the Smart Borders package was launched by the European Commission and concluded in 2014. The study, which was led by the European Commission, was followed by a testing phase that was carried out during 2015 as a pilot project, which was mandated to eu-LISA. Based on the findings of the technical study, the results of the eu-LISA pilot project, the technical discussions with co-legislators and stakeholders, as well as a public consultation on 6 April 2016 on the introduction of a new proposal for Smart Borders, which was also led by the European Commission, were accompanied by a detailed impact assessment. This derived from extensive preparations and represented significant evolutions, compared with the original proposal from 2013.

Following the outcome of the testing phase and the adoption of the legislative proposals, the Smart Borders package was expected to be adopted by the co-legislators in 2016, at the earliest. The adoption of the proposals by the co-legislators, however, were not finalised by the end of 2016 and it appears evident that, in order for the EES System to be operational by early 2020 (after the required three years for the development and implementation of

the system), the EES implementation time of 3 years might be very challenging.<sup>7</sup>

The Agency participated in a number of high-level meetings with the European Parliament and the Council, in which eu-LISA contributed its expertise to the exchange of views on matters related to the technical implementation and operations of the EES. Furthermore, in the framework of its industry round-table discussions in June and October 2016, eu-LISA promoted the linking of developments for the EES to general topics on interoperability. Internally, the Agency took initial steps towards advancing this activity by launching a call for interest in the establishment of reserve lists for additional posts for the EES.

eu-LISA started the necessary preparatory work in mid-2016, after decision of the Management Board. The Agency aims to conclude this work by Q2 2017. Concerning the major risks related to EES preparatory works, the Agency is in a view that if the adoption of the legal base will take longer than expected, that would make entry into operation of the system in 2020 very challenging. In addition, the Agency expects to face difficulties with recruitment as long as not all people in the reserve lists prepared in advance will be available. An additional risk for the Agency is a possible delay of the Commission to introduce necessary implementing decisions on time, after adoption of legal base of EES.

Finally, eu-LISA concluded a number of technical workshops to outline the EES technical specifications during the reporting period. In addition, and with reference to the Smart Borders Project (as preparation for the EES) and its embedded Smart Borders Delegation Agreement, upon request of the Executive Director, a new audit activity for the design of the included internal control measures was delivered by IAC during 2016.

To support the efforts of the European Commission to introduce the Dublin Reform Package, the Agency participated in a number of workshops and assisted the European Commission in the specification of the requirements for a new Dublin Automated System, as foreseen in the Dublin IV proposal.

### **Security and data protection**

At eu-LISA, security is a horizontal issue, where consideration must be given not only to the software and hardware components of the systems under management, but also to the way in which these relate to the business processes and the physical protection of the sites. The effective identification, prioritisation and response to all physical and information security risks and issues continued in 2016 to ensure that the Agency evolves and continues to put in place the relevant security frameworks and procedures to meet this challenge.

The appropriate security measures and plans for SIS II, VIS and Eurodac and their respective communications networks were continuously in place and adapted to meet any emerging physical or information security challenges. The physical security controls at the Agency's sites continued to be maintained robustly, with operational and administrative access to the central and backup systems strictly managed. Additionally, any communication between systems and towards Member States was encrypted and network controls with several layers of firewalls and integrity checks were in place. In addition to that, the Agency continued its efforts to evolve its security infrastructure. The design of the Public Key Infrastructure (PKI) was completed; this represents the first step towards the implementation of the PKI platform for eu-LISA. Implementation will follow in 2017.

During 2016, the Agency has progressed towards compliance with the relevant ISO27001 standards, including implementation of integrated security governance and risk and compliance solutions in order to provide assurance that the appropriate security controls for the IT systems managed by the Agency have been properly implemented and have adequately addressed applicable security risks. To ensure compliance with such standards, the Agency continued to put in place arrangements and processes to ensure that its systems and networks are subject to baseline security control requirements, formal risk management and security approval, and continuous monitoring and management of any residual risks.

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<sup>7</sup> Taking into consideration eu-LISA's experience in dealing with complex procurement tenders and large-scale IT systems maintenance and evolutions activities and considering the time necessary for the adoption of the necessary legal instruments by the co-legislator.

The Agency also continued to monitor and improve the effectiveness of its business continuity management strategy, ensuring that it has robust and well-tested policies, procedures and management arrangements in place to respond to, investigate and recover from security incidents or other disruptions to its operations. The Agency also continued to provide strategic security outreach to the Secretariat of the Security Officers Network (SON), while organising the SON meeting as planned.

eu-LISA also continued to ensure full and rigorous compliance with all data protection provisions concerning any access to data in the systems under management, using an information governance model that protects and manages information throughout its life cycle to ensure appropriate security, access and availability. The Agency maintained a full data protection regime regarding the Agency's administrative operations and integrated core data protection considerations into existing project management and risk management methodologies and policies.

In compliance with the relevant legal requirements, the Agency also continued to maintain a complete separation of each individual system's data in order to maintain the highest level of security, data protection and reliability.

### **Reporting and statistics**

During 2016, the Agency continued reporting to the European Parliament, the Council, the Commission and the European Data Protection Officer on the technical functioning and system security of VIS and Eurodac, as well as annual statistics and update of the list of authorities for both SIS II and Eurodac.

For 2016, the following specific reporting requirements were addressed:

- the production of the 2015 SIS II annual statistics, adopted by the SIS II Advisory Group in March 2016;
- the annual update of the SIS II list of authorities, adopted by the Management Board in June 2016;
- the production of the Eurodac annual statistics for 2015, adopted by the Eurodac Advisory Group in April 2016;
- the publication of the updated list of asylum authorities, adopted by the Management Board in May 2016.

In addition, the biannual technical report on the functioning of VIS was adopted by the Management Board in July 2016.

### **Provision of systems training to Member States**

In 2016, the Agency delivered a comprehensive training plan. It should be noted that all scheduled training activities were delivered as planned. The full list of training courses that were delivered throughout the year includes the following:

- webinar for Schengen evaluators (LU);
- webinar for Schengen evaluators (IT);
- VIS newcomer training programme for human resources (HR) field visit to eu-LISA;
- training for SIRENE officers (with CEPOL);
- classroom course: 'The technical use of VIS — train the trainer';
- workshop: 'CS simulator and Data Consistency Check';
- webinar on VIS and BMS — basics;
- webinar: 'VIS search functions';
- workshop: 'Biometric performance, quality management and evolutions for BMS';
- Eurodac quality workshop;
- webinar for Schengen evaluators (EL);
- training for Schengen evaluators (with CEPOL);
- workshop: 'Practice and prospects for the hotspots in Greece and Italy' (with CEPOL);
- webinar: 'Change management';
- SMg for Eurodac — live demonstration;
- 'Train the trainers' — SIS II, VIS and Eurodac IT operators;
- webinar: 'SMg for Eurodac';
- SIS II for SIRENE;
- webinar: 'eu-LISA';

- webinar: 'Eurodac basics';
- webinar for Schengen evaluators (MT);
- training for SIRENE Officers — specialised (with CEPOL);
- VIS newcomer training programme for HR — field visit to HR;
- classroom course: 'Technical use of SIS II— Train the trainer';
- classroom course: 'Technical use of Eurodac — Train the trainer';
- webinar for Schengen evaluators (FR);
- technical use of Eurodac — CY (with EASO);
- SIS II/SIRENE newcomer training: HR update;
- VIS data quality — Member State end user training;
- webinar: 'SIS II basic';
- operational training for Member States (SIS II), session I;
- operational training for Member States (SIS II), session II;
- Schengen evaluation — police cooperation (with CEPOL).

In 2016, eu-LISA delivered 33 training sessions in total on various scales and in various formats, from small workshops to large classroom courses, and from hands-on training to webinars. The Agency continuously provided appropriate training to Member States on the technical use of SIS II, VIS and Eurodac. It also provided appropriate training for SIRENE staff, Schengen evaluation team members and lead experts on the technical aspects of SIS II.

The revision of the Training Strategy 2013-2016 (for National Contact Points (NCPs)), in close cooperation with the European Commission, the European Border and Coast Guard Agency (Frontex) and CEPOL, is ongoing. To effectively administer the eu-LISA training platform, a learning management system structure was created and is available for users.

The average satisfaction rate of 88.15 % or 4.45 (following Key Performance Indicators (KPIs)) clearly demonstrates a very high level of satisfaction among trainees on eu-LISA courses, and demonstrates the overall added value of the training delivered in 2016. Training activities are summarised in the annual implementation report on eu-LISA training activities, which was submitted to the Advisory Groups (AGs) and NCP network representatives.

## **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**

In 2016, eu-LISA continued to develop its operational model based on ITIL/ITSM. Through the year, the majority of the operational processes were documented and a prepared package was adopted by the Agency's Management Committee. These processes include access management, incident management, problem management, request fulfilment management, change management, internal changes, change management within Member States, configuration management, release management, test management and service level management, as well as management of the eu-LISA service catalogue, including all the services that eu-LISA provides to its stakeholders, both internal and external. Furthermore, process owners were assigned to each of the individual processes, and operational performance indicators were defined. A pilot implementation of the operation performance indicators was performed by SM 9. This will serve as a baseline for the future refinement of indicators and discussions with Member States in the agency AGs. Capacity management, availability management, knowledge management, event management and, in particular, continuous service improvement processes are still to be developed and implemented, which will guarantee the complete adoption of the service life cycle approach, aiming to provide efficient and stable services to Member States and to address the evolving needs of stakeholders.

At the same time, the Agency continued to evolve its internal governance model. Building up on the work performed in 2015, the model was further refined in 2016. The number of internal bodies engaged in the governance process was reduced to four, namely:

- the Change Management Board;
- the Operational Change Advisory Board;
- the Multi-project Board;
- the Programme Steering Committee.

For each body, the Management Committee of the Agency adopted a mandate and rules of procedure.

In addition, a decision was made to establish an Enterprise Project Management Office (EPMO) within the Agency. The EPMO mission will be to integrate and monitor all eu-LISA projects, as well as to contribute to internal governance within the Agency to ensure transparency, accountability and the deployment of industry standard best practices; which results in the stakeholder's satisfaction and enables of better internal governance, serving as a focal point for information collection and exchange between the internal bodies in the Agency.

### **Growing the Agency's technology and business expertise**

#### *Change management*

In 2016, the Agency continued in its efforts to evolve and refine further the change management process (ChMP) that had already been implemented. The ChMP ensures a coordinated and coherent approach towards identification assessment and the implementation of changes to the systems under the management of the Agency. The ChMP provides a standard toolset to Member States and the Agency to handle changes in the systems, stemmed from the needs of Member States or evolution of legal instruments governing the systems.

In 2016, the Agency performed a review of the ChMP in close collaboration with Member States and the European Commission and a number of improvements were identified, amongst them:

- better definition of the types of releases;
- better definitions of the release implementation cycle, including the provisional durations of individual phases, etc.

The amended process was adopted by the Management Board in November 2016.

#### *EU Technology Hub*

Faced with persistent and demanding challenges in the area of internal security and border management, the EU has increasingly looked to the capabilities of technology to provide efficient solutions to support the implementation of relevant policies in the JHA domain. Furthermore, the areas of border management, internal security and migration management go through very rapid transformation. In its core stands their total dependence from technologies, data and information. Building up on its experience, the Agency is in a view that this process will continue in the years to come. At the same time policy-makers at EU and national level will continue to look to increase efficiency minimising at the same time costs to the possible extent. The Agency is in a view that to achieve this objective more efficiently, a structured approach towards the exploration and utilisation of technologies shall be considered at EU level. It will be also crucial to the dialogue between the industry and the public sector to be reinforced and strengthened.

To address this emerging trend, eu-LISA introduced its Management Board to the concept of an EU Technology Hub in 2016. The objective of the Hub would be to support Member States to explore and utilise capabilities of the modern technologies in a more efficient and cost-effective manner, as well as to facilitate, guide and, where appropriate, drive the development and implementation of technological solutions to support policies in the Justice and Home Affairs domain. The Hub would also serve as a platform for structured interaction between industry and

the public sector. Its establishment would also be a significant contribution to the Agency's efforts to grow as an acknowledged EU IT centre of excellence.

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

#### **Partnerships with Member States, EU institutions and other stakeholders**

During 2016, the Agency had to address the increased expectations of its stakeholders, either directly related to the large-scale IT systems or with regard to other activities within the mandate of the Agency notably the work of the High Level Expert Group (HLEG) on interoperability. The Communication on Stronger and Smarter Information Systems on Borders and Security' (COM (2016) 205), issued by the European Commission on 6 April 2016, established the strategic direction for the evolution of large-scale IT systems in the JHA domain, the development of new systems to address gaps in the European information management architecture and systems interoperability as political priorities. Given eu-LISA's role in large-scale system management and development, this communication thus sets a strategic framework for eu-LISA's enhanced role in safeguarding the area of freedom, security and justice from here onwards.

In 2016, the European Commission created a High Level Expert Group (HLEG) on interoperability. Its task was to follow up on communication of the Commission from 6th of April 2016 'Stronger and Smarter Information Systems for Borders and Security' and to explore in depth the different dimensions of interoperability. The Agency provided broad and proactive contributions to the work of the group, preparing a number of key inputs, such as a roadmap for the improvement of data quality, a roadmap for the development of shared biometric matching services and many others. The Agency was a proactive contributor to the work of the subgroups that were created to support the work of the HLEG.

Recognising the strategic importance of interoperability, the Agency provided significant contributions to the debate in the HLEG and its subgroups. The Agency established an internal task force that created a number of documents and analytical reports, which were further discussed with the European Commission and Member States in the HLEG, and resulting into practical actions agreed. As an example, detailed statistical information on system usage and data quality, as well as a draft data architecture model, have been provided, to set the tone for evidence-based discussions.

With the interim report of the HLEG issued in December 2016, eu-LISA was requested to extend its contribution and to deliver a number of studies regarding technical options for the development of a European Search Portal (ESP) and a shared Biometric Matching Service. A proof of concept for the ESP was also requested, along with several other activities in the areas of data quality, as well as a common data repository. The Agency will continue to contribute to and support the HLEG in 2017.

eu-LISA is proactively engaging with Member States; the Agency's leadership of the Eurodac Project Management Forum is one notable example of this.

In parallel, the Agency has also sought to advance activities proposed under the roadmap to enhance information exchange and information management, including interoperability solutions in the Justice and Home Affairs area. Based on an action plan submitted, the Agency has been approved as action coordinator for efforts to enhance data quality in information systems (Action 2 of the roadmap and Action 4 of the Renewed Information Management Strategy (IMS), fifth action list). For all the other actions for which eu-LISA is foreseen as a stakeholder, contributions from the Agency have been noted in all recent reports on the implementation of the roadmap.

## Partnership with other agencies

In the reporting period, eu-LISA sought to build the strategic capabilities of the Agency further and to create synergies and economies of scale, establishing partnerships with other agencies in the JHA area and providing services to them and to Member States on the basis of its mandate and following the principle of complementarity.

Bilateral cooperation with partners in the JHA area, in particular with the JHA agencies, continued in this reporting period. The Memorandum of Understanding with Europol was finalised in March 2016. eu-LISA cooperated with Europol on the wider application of UMF<sup>3</sup> and exchanged views on the PNR implementation model. eu-LISA and Europol further intensified their cooperation under the framework of EMPACT (European Multidisciplinary Platform against Criminal Threats), in particular for the three priorities of cyberattacks, facilitated illegal immigration and firearms trafficking.

The working arrangement with FRA was finalised in July 2016. In this context, eu-LISA and FRA held bilateral workshops concerning the systems managed by eu-LISA and continued to cooperate on the use of biometrics in large-scale IT systems.

The working-level Annual Cooperation Plan with CEPOL was agreed at the beginning of the year. In addition to this, eu-LISA and CEPOL concluded an agreement on cooperation concerning training activities. Several training courses took place in collaboration with CEPOL regarding the use of the IT systems managed by eu-LISA and the use of SIS II by national SIRENE officers; and briefing of Schengen evaluators for SIS/SIRENE evaluation missions. CEPOL and eu-LISA continued the exchange of trainers and the exchange of best practices on the development of training platforms. Furthermore, mutual access for staff members and trainers to eu-LISA's training platform LMS<sup>8</sup> and to CEPOL's training platform e-Net<sup>9</sup> continued to be available.

An annual cooperation plan was also concluded with Frontex, as in a few previous years. Cooperation on the Smart Borders Pilot Project initiative was finalised between eu-LISA and Frontex with a view to the practical implementation of the legislative proposal for the Entry Exit System in the future. Close cooperation continued in the context of the Working Group on Automated Border Controls (ABC WG) and VIS Working Group meetings, the core group of the Schengen Masterlist project and other fora. Cooperation also continued on the security accreditation process of the Eurosur Communication Network. Frontex and eu-LISA also engaged in preparations for the implementation of the hosting by eu-LISA of a disaster recovery site for the Frontex Data Centre.

In the context of the annual cooperation plan between EASO and eu-LISA, cooperation was strengthened by sharing views regarding Hotspots and on the implementation of the Eurodac Regulation and its further revision. A training course was organised jointly by eu-LISA and EASO, and eu-LISA also hosted an EASO training course following a respective request. The exchange of training plans, materials, modules, reports and other training-related documents continued, especially those related to asylum and DubliNet. In the second half of January 2016, the Directors of eu-LISA and EASO signed an agreement on the recovery site for EASO ICT logical infrastructure and communications. The aim of this agreement is to provide services by eu-LISA for a secondary site (recovery site) for EASO's servers. The idea of cooperation derives from the need of EASO to ensure uninterrupted availability of its ICT resources in order to be able to fulfil business continuity requirements. The agreement was signed between the two agencies via written procedure on 18 January 2016 by euLISA in Tallinn and on 22 January 2016 by EASO in Valletta. This agreement covers the hosting of the recovery site for EASO ICT logical infrastructure and communications for the period 2016-2020. The hosting of the infrastructure is agreed to be carried out at eu-LISA's site in Strasbourg.

The drafting of a Memorandum of Understanding with Eurojust continued and the agreement is envisaged to be

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<sup>8</sup> <https://extranet.eulisa.europa.eu/sites/ExtTraining>

<sup>9</sup> <https://enet.cepol.europa.eu>



concluded in 2017.

In order to establish closer cooperation with ENISA, an initial exchange between both agencies was carried out at the end of August 2016 to identify possible areas of collaboration. A bilateral cooperation agreement is expected to be agreed in 2017.

In 2016, eu-LISA engaged in a higher number of joint activities with other agencies than in previous years. Active collaboration with partner agencies also took place within the framework of the JHA agencies network, chaired by FRA in 2016, where the agencies regularly exchanged information on their contribution to implementing the European Agendas on Migration and Security and the Renewed EU Internal Security Strategy. The topic of fundamental rights was under particular focus during the year. eu-LISA regularly informed the JHA agencies of the most relevant activities in the management and evolution of large-scale IT systems used for law enforcement, as well as border, migration and asylum management purposes and of its work to support discussions on information exchange and interoperability. Furthermore, eu-LISA contributed to designing the business, IT and operational requirements for exchanging EU classified information between the JHA agencies in the context of the implementation of the network's ICT Roadmap. The JHA agencies also exchanged views concerning registration procedures and technologies, relocation and Hotspots at the network's meetings in 2016.

### **Further strengthen external communication**

In 2016, driven by its External Communication Strategy and Action Plan, the Agency focused its external communication efforts on providing the European public with regular information regarding its mandate and activities. It will continue to promote the Agency, maintaining its positive image, and will strengthen the Agency's internet presence through the diligent application of an appropriate social media strategy. The Agency will also continue to comply with all its statutory and legal obligations concerning the publication of certain types of information and will publish statistics and reports regularly concerning the use and performance of its systems.

In coordinating awareness events to info-relays and partners, two sessions were carried out in Brussels, to the JHA Counsellors (13 April 2016) and to European Parliament officials (20 April 2016). Europe Day visibility events in Tallinn, Strasbourg and Brussels were identified and carried out. A dedicated media briefing was carried out in Tallinn on 7 April 2016 for international and national quality outlets. To ensure that two high-level visits of EU and national level officials are carried out according to set and approved agendas, eu-LISA organised a briefing for EU ambassadors and national high-level authorities (e.g. the Finnish Minister of the Interior) in Tallinn on 6 April 2016. In order to update the External Communication Strategy, a service contract with a technical specification was signed on 4 May 2016 and the implementation was initiated to ensure that an updated strategy was presented to the management for approval at the end of 2016.

On 27 October, eu-LISA hosted its annual conference, JHATech 2016 "Aligning the capabilities of technology with policy priorities in the areas of migration and internal security", in Tallinn, with around 130 attendees representing high-level EU and national authorities, practitioners, industry and academia. The aim of the conference was to engage eu-LISA stakeholders, discuss future technologies with potential applications in the fields of Justice and Home Affairs and highlight the importance that is given to this area at both EU and national levels. The EU Commissioner for the Security Union, the Estonian Minister of the Interior, the Director General of the Belgian Federal Ministry of the Interior and the Deputy Director General of the EC Joint Research Centre all contributed as keynote speakers. Thanks to their interventions, the conference, now more than ever, has become a reference point for all practitioners and eu-LISA's role and responsibility have gained substantial additional visibility.

### **Activities under Strategic Goal 4: 'Develop a modern, efficient and agile organisation'**

The year 2016 was the Agency's fourth full year of operation. Critical internal corporate services and governance structures by this point in time have been well established. The challenge for the Agency in 2016 has been the continued consolidation and refinement of these processes, with an emphasis on further developing their efficiency

and effectiveness.

### **Strategic and operational planning**

In 2016, the Agency continued to develop and refine its internal planning process. Aiming to make it more efficient, a corporate planning tool, based on SharePoint, was introduced. It automated some routine tasks related to operational planning and allowed easier consolidation of collected planning information, including relevant business cases. At the start of the planning cycle, a comprehensive training was provided to all internal contributors, which had positive effect on the quality of the collected input. The Agency also engaged the AGs at the earliest stage of the planning cycle, allowing for more time to incorporate and prioritise their input.

At the same time, the Agency's planning documents became more mature, providing a comprehensive and detailed description of the long-term and operational objectives and tasks of the Agency.

### **Evolving the Agency's governance framework**

In 2016, the management of eu-LISA, based on experience from previous years, decided to implement a quality management system in the Agency. Following a comprehensive analysis and a comparison of the benefits and disadvantages of the most popular quality management systems and, in addition, considering the resources necessary for implementation and maintenance, the Agency finally decided to implement CAF (the Common Assessment Framework). The preparatory works necessary were successfully accomplished and implementation was initiated in Q4 2016. The objective is to complete implementation in 2017 and for the Agency to perform its first self-assessment. The Agency is being assisted in the process of implementation by the European Institute for Public Administration (EIPA).

The corporate risk and governance management activities were implemented according to the Agency's governance framework. Quarterly risk monitoring and Internal Control Standard (ICS) monitoring exercises, based on established baselines, were performed, and an overall corporate risk management workshop was carried out to identify and manage risks to the Agency on a corporate level. In addition, the Management Board approved the Annual Evaluation Report on the efficiency of the Internal Control System in eu-LISA.

During the reporting period, in addition to the above, the Agency continued its consistent administrative support to the Management Board and the Advisory Groups. The Management Board meetings in March and November and four regular Advisory Groups meetings within the reporting period were organised in a timely manner.

### **Financial management**

The Agency continued to develop its internal financial processes and procedures, taking a more proactive approach to ensure the transparent and effective management of financial resources. A guide to operational initiators and verifiers was issued, as well as a step-by-step procedure for verifying agents for commitment and payment transactions, which was launched with the introduction of the budget ownership.

During the course of the reporting period, eu-LISA also aimed for a high level of spending against the Agency's budget, to continue to streamline workflows within the Agency's own finance-related IT systems (in particular to put in place end-to-end commitment and payment flows in ABAC), to maintain a high level of accuracy in budgetary forecasting and to continue the authorship, review and approval of the Agency's financial and procurement procedures. In addition, workshops and seminars on MWOs were held, there was a continuation of the community of practice approach to cross-sector analysis and continuous improvement of IT-related contracts; collection of best practices and the lessons learned were documented in a catalogue. The paper on lessons learnt from the VIS/BMS new MWO, along with the discussion paper on EES contractual architecture, was contributed to the workshop held in June 2016.

### **Procurement**

During the reporting period, the Agency streamlined its procurement activities further through the consolidation and reinforcement of its financial and procurement procedures, and building and maintaining capabilities to provide proficient advice to all relevant parties on procurement-specific matters. The Agency continued to place particular emphasis on ensuring that any new tender procedures are designed and reviewed to make sure that they comply with the applicable financial rules, best practice and any relevant lessons learned exercises.

Large contracts supporting the maintenance and development of systems and shared infrastructures were aligned with best practices and lessons learned. Several workshops on lessons learned from present MWOs were carried out. A workshop on shared services/infrastructure in relation to all systems was held in February 2016 and set the stage for the timely launch of the 1st phase of the Shared Systems Infrastructure MWO. In 2016, procurement also supported the Operations Department (OD) in the transition of the VIS/BMS MWO framework contract. Additional activities included the creation and management of contractual arrangements to ensure a smooth transition between contractors in legal and financial terms (e.g. licensing, hardware management handover, due diligence process).

### **Logistics and facilities management**

Key priorities in the area of facilities management and logistics in 2016 were the reconstruction project for the operational site of the Agency in Strasbourg and the construction project for the new HQ building in Tallinn. The project in Strasbourg suffered some delays due to the need to amend the original contract to include some improvements in the design of the new facility and because the contractor struggled to provide input of the necessary quality at all times. From a budget point of view, the project in Strasbourg remained within the budget approved by the budgetary authority. It is expected that the new office building in Strasbourg will be ready in July 2017 and the reconstruction project will be completed by the end of 2017. Nevertheless, with a view to the coming years, there is a general concern that the capacity of the renovated site in Strasbourg may not be sufficient to host all the Agency's staff and contractors, considering the major developments taking place in the JHA area, namely the implementation of the EES and the introduction of ETIAS, etc.

As regards the new HQ building in Tallinn, substantial progress has been made in accordance with the approved plan; in particular, the preliminary design and the detailed technical design were completed and approved. The interior design is close to completion. Design proposals were further analysed by a group of engineers from different fields to assess their level of compliance with applicable industry standards and their overall compatibility. At the end of 2016, the tender procedure to select the contractor for construction works was close to completion. The construction work is expected to start in Q1 of 2017.

### **Human resources**

The Agency's activities in the area of the Human Resources management were focused on the objectives set out in the Annual Work Programme 2016. The purpose of these activities was to ensure the effective implementation of the HR policies and the annual training plan for the staff, as well as an effective personnel administration service. A key objective for these actions in area of Human Resources management was development and retention of the employees of the Agency. Attention was given to the implementation of a transparent and fair staff appraisal and promotion system, ensuring that the recruitment and retention of staff meets the targets set, promoting the mission, vision and core values of the Agency, and that these targets are drivers for the development of its corporate culture.

In January 2016, eu-LISA adopted an HR Strategy (HRS) that will guide activities in the area of HR management until 2020. Two Implementing Rules<sup>10</sup> to the Staff Regulations of Officials and the Conditions of Employment of the

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<sup>10</sup> In 2016, eu-LISA adopted the following two Implementing Rules: (1) on reclassification of TAs; and (2) on reclassification of CAs.

Other Servants of the European Union (CEOS) were adopted by eu-LISA in 2016. They enhance the legal framework of the HRS, which currently consists of 39 such rules. In addition, the Agency developed and adopted, during the course of the year, an internal policy on sensitive functions and guidelines for the practical application of contract renewal. The development of the competency framework was continued in 2016, with a focus on technical competencies. The work on the development and implementation of the competency framework, however, will be completed in 2017.

The Agency continued to emphasise the development of the appropriate frameworks for professional training for staff and the provision of a range of solutions to enable staff to participate in training, including staff who work shifts, are on stand-by duty or travel extensively on missions.

### **Internal communication**

Internal communication aimed to continue to facilitate and promote the mission, vision and core values of the Agency and to use them as drivers for the development of its corporate culture and team spirit. Communicating clearly presented ideas and a compelling message aimed to help Agency staff to engage with the aims of the Agency and increase its chances of continued successful development. Using the Internal Communication Plan 2016 and the Revised Internal Communication Strategy 2016-2018 as roadmaps, there was a concerted effort in 2016 to continue to improve internal communication between the Agency's sites by executing a broad range of targeted communication efforts, such as the coordination and creation of internal publications and input to eu-LISA's intranet.

### **Internal audit**

In accordance with its established Internal Audit Plan, the Agency continued to cooperate with the European Court of Auditors and the Internal Audit Service of the European Commission, hosting their audit missions and taking measures to respond to any resulting recommendations. The internal auditor of eu-LISA continued to coordinate work in this area in 2016, including the preparation of reports and undertaking follow-up activities, and continuing to ensure that there was a general awareness among the Agency's management and staff of the principles, objectives and procedures of internal and external auditing. He carried out his activities in accordance with the adopted Internal Audit Charter of eu-LISA; the audit plan for 2016 had already been approved in November 2015 (the audit plan for 2017 was approved in November 2016). As a result of the 2016 activities, the audit of seven topics was carried out and two additional audits were included during the year. It should be noted that activities delivered by the internal auditor of the Agency extended beyond the initially approved audit plan for the year.

## Part II(a). Management

### 2.1. Management Board

In 2016, the Agency continued its very close and constructive collaboration with its Management Board. In addition to the items approved by the Board in accordance with its functions as defined in its Establishing Regulation, the Agency has brought to its attention all the significant risks and issues identified during the reporting period.

The Agency also continued to give consistent administrative support to the Management Board and the AGs. The two Management Board Meetings in March and November and the four regular AG meetings within the reporting period were organised in a timely manner.

As a standard practice, the Board adopted the Agency's AWP for the following year and the Agency's Annual Activity Report for the previous year. The Management Board adopted the Annual Activity Report 2015 in its meeting on 15-16 March 2016 and the Single Programming Document 2017 in December 2016. The Management Board also decided to amend the Annual Work Programme 2016 by including the SIS II AFIS project. At the beginning of February 2016, the Management Board made decisions based on requests regarding the improvement of data quality monitoring for SIS II and regarding statistical reports on Article 9 of the VIS Regulation.

As an annual exercise and in close cooperation with the internal auditor of the Agency, the Board analysed the progress report on the Internal Audit Plan 2016 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 2017.

The Corporate Performance Indicators were adopted already in 2015; however, the first measurements of the KPIs identified the need for refinements, which were carried out in 2016. Due to ongoing discussions between stakeholders and eu-LISA, the full set of Corporate Performance Indicators had not been agreed by with the Board at the time of writing this report.

In 2016, the possibility opened up for improved assessment of the Agency's performance. In accordance with Article 31 of the Agency Regulation, the European Commission, in close consultation with the Management Board, performed an evaluation of the actions of the Agency. The final report of this evaluation was presented to the Management Board in March 2016. This evaluation of the Agency has demonstrated that the Agency fulfils its tasks effectively. By being entrusted by the EU legislator with the management of the three systems, the Agency has been able to pool resources and ensure synergies and a more consistent approach. The Agency also contributes, therefore, to a more coordinated, effective and coherent IT environment (see Annex VI). The findings and recommendations stemming from this external evaluation have been adequately followed up through an action plan that was adopted by the Management Board.

In terms of risks identified by the Agency, the Board was informed that the delayed adoption of the legal base of the EES (Smart Borders System project follow-up) represents in the view of the Agency a major risk that most likely will create difficulties with recruitment, as long as not all people in the reserve lists will be available, which might make the entry of the system into operation in 2020 very challenging. An additional risk for the Agency is the possible delay of the European Commission to introduce necessary implementing decisions on time, following the adoption of the legal base of the EES.

With the aim of improving agility, the power to make non-substantial amendments to the AWP, (which will be known as the SPD from 2017) was delegated to the Authorising Officer of the Agency (the Executive Director).

Regarding the need to establish the necessary instruments for staff retention in the Agency, the Management Board decided to agree with the Executive Director's proposal that the Executive Director should be authorised to grant indefinite contracts to temporary staff after their first contractual term, in line with the applicable legal provisions (Article 8 of the CEOS and Article 16 of Management Board Decision No 2015-166 of 18.11.2015). For contract staff,

deviations from Article 85 of the CEOS shall remain exceptional.

## 2.2. Major developments

As eu-LISA has continued to consolidate its operations, enhance its efficiency and successfully ensure service provision for the future, external events and the demands of its stakeholders have simultaneously created opportunities and challenges that were faced with agility and creativity. In 2016, the continued arrivals of significant numbers of migrants and refugees to Europe, the violent instances of terrorism on European soil and the long-term effects of the economic crisis were among the most eminent of challenges that were faced. Nevertheless, the threat of organised and cross-border crime prevails, which was identified along with terrorism by the European Agenda on Security<sup>11</sup> and the Council Conclusions on the Renewed Internal Security Strategy 2015-2020.<sup>12</sup> The goals of securing external borders, making border crossing more efficient and ensuring better application of the common rules on European asylum, as put forward in the European Agenda on Migration,<sup>13</sup> remained vital. Through its activities, its extensive engagement and collaboration with stakeholders throughout the year and, particularly, as a result of its management of high-quality tools for information exchange and cooperation, the Agency has made important contributions to Europe's efforts to meet all of the abovementioned challenges and to address all the threats described above in a harmonised and comprehensive manner. By following the priorities and overall objectives of the high-level policy documents described above, the Agency also ensures that there is continuity of activities on a year-on-year basis.

Important evolutions of the three large-scale IT systems managed by eu-LISA have been ongoing in 2016 in response to changes in the external policy landscape, in all cases meeting the changing needs of the end user community:

- Important upgrades to the VIS infrastructure made in August 2016 mean that the system can manage 450 000 operations per hour while processing biographic information from up to 60 million visa applications.
- A project to implement a biometric search capability in the SIS II central system on the basis of Regulation (EC) No 1987/2006, Articles 20 and 22, has progressed according to plan with the goal of offering biometric search capabilities in SIS II in 2017.
- The emergency increase of Eurodac's database capacity to 7 M records was initiated in order to keep the system aligned with the growing needs of Member States stemming from the migratory crisis.
- eu-LISA has contributed consistently and diligently to the preparation of and consequent discussions on the proposal for a new Eurodac Regulation; this is currently under consultation as part of the new Dublin IV proposal.

Looking forward, eu-LISA has continued to act as an important contributor to the implementation of relevant policies in the JHA domain, in line with the eu-LISA long-term strategy for 2014-2020. Agency experts have provided relevant technical input to various stakeholder discussions on the refinement of the European Commission's proposal for the EES that was tabled in April 2016, in particular reflecting on the technical feasibility of the suggestions that were put forward and ensuring that the outcome of the Smart Borders Pilot Project delivered in 2015 are appropriately understood and utilised to prepare. In addition, the Agency has put in place the necessary internal structures and laid the appropriate organisational foundations to ensure immediate engagement in the design and development of the system that should follow the approval of the legislative text by the co-legislators. Thus, the most rapid delivery of a new large-scale IT system of great importance for Member States possible, should

<sup>11</sup> [http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu\\_agenda\\_on\\_security\\_en.pdf](http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf)

<sup>12</sup> <http://data.consilium.europa.eu/doc/document/ST-9798-2015-INIT/en/pdf>

<sup>13</sup> [https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-migration/background-information/docs/communication\\_on\\_the\\_european\\_agenda\\_on\\_migration\\_en.pdf](https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-migration/background-information/docs/communication_on_the_european_agenda_on_migration_en.pdf)

be achieved. The Agency also played a positive advisory role in the work undertaken by the European Commission with regard to the proposal for ETIAS,<sup>14</sup> which was issued in November 2016, thus demonstrating its status as a centre of excellence in the ICT field. An internal project team has been established to handle all work on this system in the near future. Similarly, without prejudice to the fact that no legal proposal on e-CODEX was been presented in 2016, eu-LISA has undertaken preliminary efforts in order to ensure the capacity to meet any future deadline potentially set for the Agency to assume responsibility for the operational management of e-CODEX.

The Communication from the Commission to the European Parliament and the Council on Stronger and Smarter Information Systems for Borders and Security of 6 April 2016<sup>15</sup> addressed the evolution of current large-scale IT systems, the possible needs for new systems to complete the informational landscape in the Justice and Home Affairs domain and the possible benefits of improving interoperability between large-scale IT systems. A High Level Expert Group in Information Systems and Interoperability was also established. eu-LISA has supported the work of the group, as well as that of the three supporting subgroups put in place, with a dedicated internal task force being established to coordinate eu-LISA's input of relevant factual documents and presentations to feed discussions. The interim report of the High Level Expert Group, published on 21 December 2016, recognised the validity of the suggestions put forward by the Agency's representatives in the various meetings and the positive contributions that the Agency can make to work in this area in the future. It is proposed that eu-LISA will, together with the European Commission and other relevant parties, look into the feasibility of and possible approaches to the implementation of a shared biometric matching service and an European Search Portal. It is also suggested that the Agency examines the development of a central monitoring capacity for data quality for all three IT systems under its responsibility. In line with this recommendation, the Agency has already prepared and presented an action plan for the improvement of data quality in large-scale IT systems to the Council's Working Party on Information Exchange and Data Protection (DAPIX) as the proposed coordinator of the relevant action (action 4) of the Renewed Information Management Strategy — 5th Action List.<sup>16</sup> The plan, which was discussed and welcomed by Member States in December 2016, provides the impetus for cooperative activities with all relevant parties as regards enhancing data quality in large-scale IT systems in 2017 and beyond.

Cooperation is understood to be crucial when seeking to ensure coherence in complementary activities and, in eu-LISA's case, the development of solutions that meet operational needs. Interactions with EU agencies, institutions and Member States have been particularly frequent and important in the last year. The Agency's leadership of the Eurodac Project Management Forum is one notable example of eu-LISA's proactive engagement with Member States. The annual report of the JHA agencies network indicates that eu-LISA has engaged in a higher number of joint activities with other agencies than in any previous year. Among the collaborative undertakings mentioned therein, collaboration in the area of countering terrorism may be highlighted, with the agencies updating the toolbox for addressing the phenomenon of foreign terrorist fighters over the course of the year. EASO, Europol, FRA and Frontex all participated in the afore-mentioned High Level Expert Group on Information Systems and Interoperability, with the agencies frequently convening in advance of the meetings to ensure that all perspectives are known and optimal messages may be passed by each party to ensure fulfilment of all requirements. The Agency looks forward to discussing the proposals made in the group's interim report with the European Commission, the Member States and EU agencies.

<sup>14</sup> [https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-security/legislative-documents/docs/20161116/proposal\\_etias\\_en.pdf](https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-security/legislative-documents/docs/20161116/proposal_etias_en.pdf)

<sup>15</sup> <http://data.consilium.europa.eu/doc/document/ST-7644-2016-INIT/en/pdf>

<sup>16</sup> <http://data.consilium.europa.eu/doc/document/ST-10824-2016-INIT/en/pdf>

## 2.3. Budgetary and financial management

eu-LISA is financed through various funding sources.<sup>17</sup> The main source of revenue is an EU subsidy, which is approved on an annual basis by the EU budgetary authority, that is, the European Parliament and the Council of the European Union.<sup>18</sup>

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.

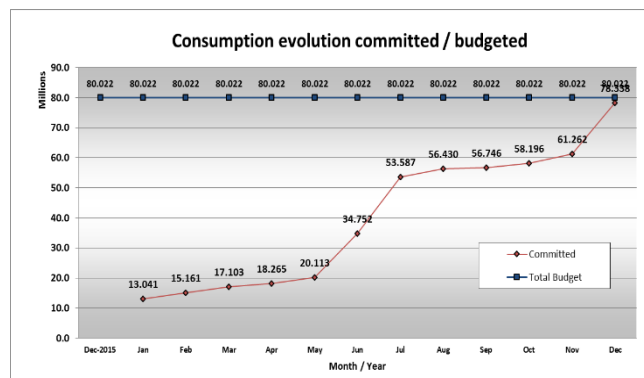
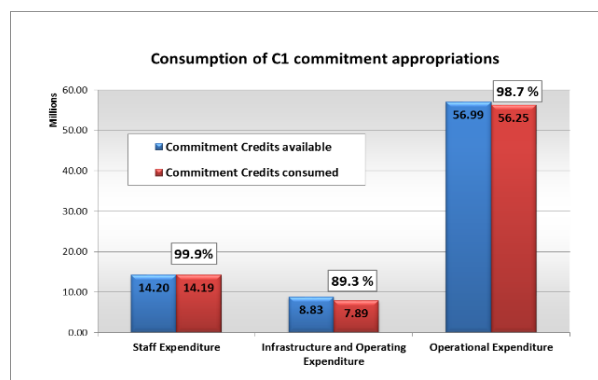
### Implementation of the 2016 budget

In 2016, eu-LISA managed a budget of EUR 80.02 million received from the EU subsidy. The Agency attained a high budget implementation rate by the end of the year:

- 97.9% for commitment appropriations;
- 97.6% for payment appropriations, including the carrying forward of administrative expenditure for 2016 to 2017.

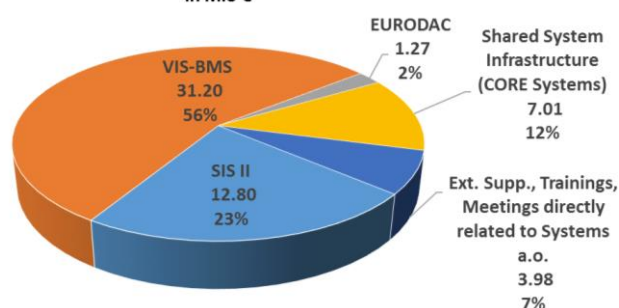
### Commitment appropriation execution

The commitment credits (C1) voted for 2016 were split between different titles as follows: 71.2 % were foreseen for the operational budget (Title 3), 11.0 % for infrastructure and operating expenditure (Title 2) and 17.8 % for staff expenditure (Title 1). The graphs below show the budget implementation by title at year end.



For operational expenditure (Title 3), because of the multi-annual nature of the contracts used to support core operations, EUR 51.9 million of the 2016 open commitment appropriation budget was automatically carried forward and will be paid in 2017 and in the coming years. For a detailed breakdown, see Annex II. A total of 98.7 % of the operational budget, amounting to EUR 56.99 million, was implemented. The graph illustrates the breakdown of the operational budget by chapter.

**Title 3: executed commitment appropriations**  
in Mio €



<sup>17</sup> Article 32 of the Establishing Regulation.

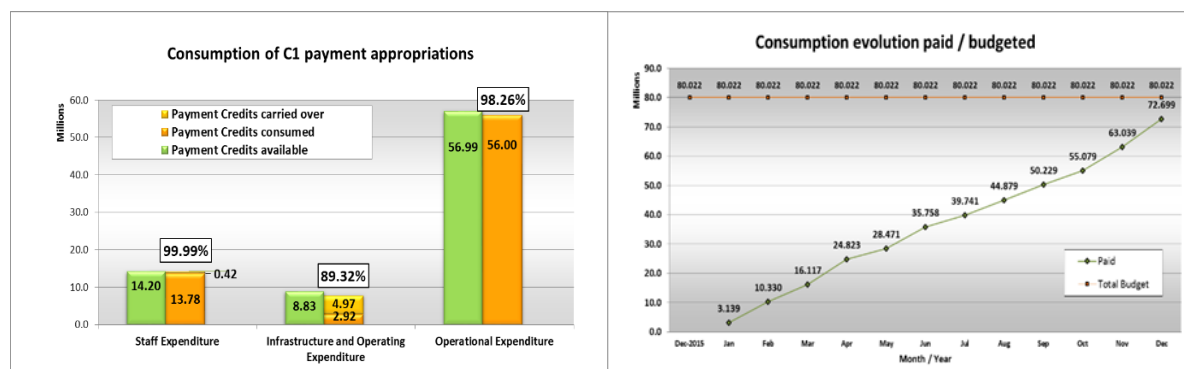
<sup>18</sup> This subsidy refers to commitment credits (C1), which are commitment and payment appropriations (voted credits of the current budgetary year).



## Payment appropriation execution

The total voted budget for payment appropriations amounted to EUR 80.02 million.

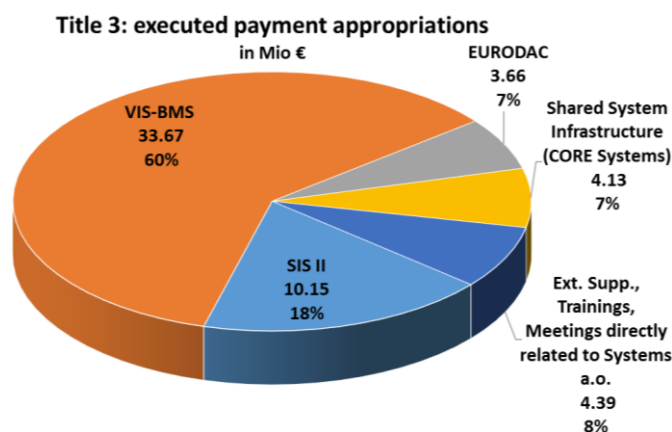
At the end of 2016, the execution of payment appropriations for C1 credits reached 97.6 %, including the carryforward of administrative expenditure to 2017. The graphs below show the total budget by title and the overall consumption of payments credits over the year 2016.



Furthermore, 97.6 % of the payment appropriations carried forward from 2015 to 2016 in administrative expenditure have been executed.

Commitment appropriations in Title 1 (staff expenditure)<sup>19</sup> amounting to EUR 0.42 million and in Title 2 (infrastructure and operating expenditure) amounting to EUR 4.97 million, which have not yet been consumed through payments in 2016 and for which a valid legal commitment exists, are to be carried forward to 2017, together with the corresponding payment appropriations.

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



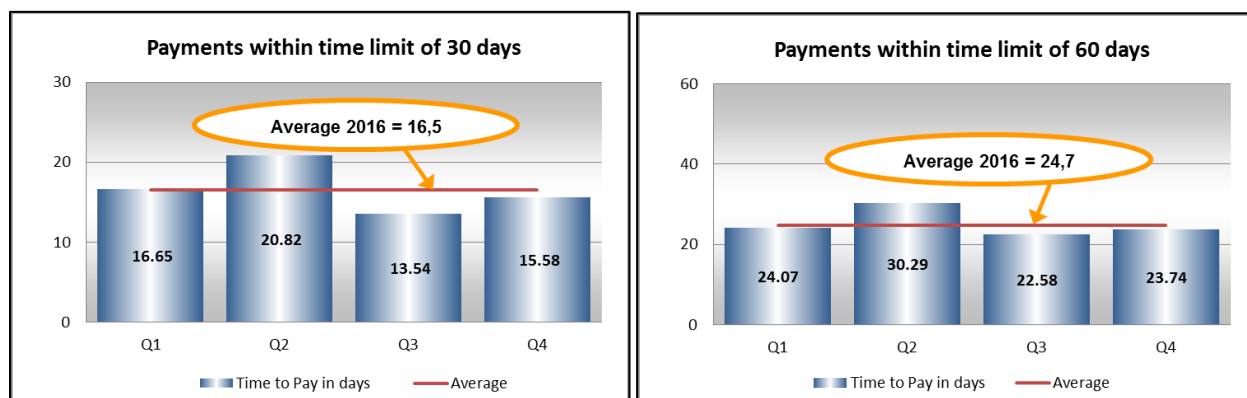
## Performance indicator: time to pay

A total of 2 886 payment transactions were carried out in 2016, which represents an increase of 16 % from 2015; 2 736 transactions had a maximum payment delay of 30 days, 32 payments had a maximum payment delay of 45 days, 112 had a maximum payment delay of 60 days, five had a maximum payment delay of 90 days, and one payment had a special payment delay of 36 days.

The average time to pay for all types of payment remained far below the contractual time limit; the average time to

<sup>19</sup> Commitment and payment appropriations related to remunerations are not carried forward.

pay for the two main categories was 16.5 days for 30-day payments and 24.7 days for 60-days payments.



Overall, 93.2 % of all transactions were paid within the time limit when compared to the contractual time limits. A total of 196 payments were delayed, out of which three resulted in late interest amounting to EUR 1 539.32 being paid to the contractors.

### Procurement procedures

In 2016, eu-LISA awarded a total of 320 contracts, out of which 57 followed the direct procurement procedures launched by the Agency; the remaining 263 were awarded as specific contracts/orders within the scope of already established eu-LISA or interinstitutional framework contracts. Negotiated procedures accounted for the most commonly used procedure in 2016 (53 cases for low-value procurement), followed by three open procedures. It should be highlighted that, in 2016, eu-LISA signed two major framework contracts further to restricted procedures: (1) the VIS/BMS Maintenance in Working Order – VIS/BMS for an estimated amount of EUR 194 450 000.00 and (2) the Common Shared Infrastructure contract for an estimated amount of EUR 40 000 000.00.

## 2.4. Human resources management

### Developments

In 2016, the Agency's activities in the area of HR management were focused on the objectives set in the Annual Work Programme 2016. The purpose of these activities was to ensure the effective implementation of the HR policy and the annual training plan for the staff, as well as the implementation of an effective personnel administration service. Specific attention was given to the implementation of a transparent and fair staff appraisal system, ensuring that the recruitment and retention of staff met the targets set, promoting the mission, vision and core values of the Agency and using them as drivers for the development of its corporate culture.

In January 2016, eu-LISA adopted an HRS that will guide activities in the area of HR management until 2020. Two Implementing Rules<sup>20</sup> for the Staff Regulations of Officials and the Conditions of Employment of the Other Servants of the European Union were adopted by eu-LISA in 2016. These rules enhance the legal framework of the HR work, which currently consists of 39 such rules. The Agency developed and adopted, during the course of the year, an internal policy on sensitive functions and the guidelines for the practical application of contract renewal. Development of the competency framework was continued in 2016, with priority on the technical competencies.

<sup>20</sup> In 2016, eu-LISA adopted the following two Implementing Rules: (1) on reclassification of Temporary Agents (2) on reclassification of Contract Agents.

The work on the development and implementation of the competency framework will continue in 2017.

The Agency continued to place emphasis on developing the appropriate frameworks for professional training for the staff and providing a range of solutions to enable participation in training, including those who are working in shifts, on stand-by duty or who travel extensively on missions. More information on training is presented in the next chapter on learning and development.

The work on customisation of the requirements for the electronic HR tool Allegro went through a phase of defining and testing and the e-recruitment module. However, the other developments of Allegro were put on hold due to the difficulties in hiring the project manager and the Agency's decision to become connected to SYSPER II, the European Commission's electronic HR tool which has been opened to the European agencies. The work on the project related to this system is foreseen for 2017 and 2018. In October 2016, eu-LISA and the Director General of HR of the European Commission signed a Service Level Agreement for this purpose.

### Learning and development

The results of the annual training needs analysis for 2016 were reflected in the training put on offer to staff members with the focus on developing the necessary skills and on providing technical training to the staff in the Operations Department. The induction (on-boarding programme) was developed and introduced at the end of 2016.

The charts below show the total number of training days and other learning activities organised at eu-LISA (the two sites and the Liaison Office are counted together) and the average number of training days per staff member.

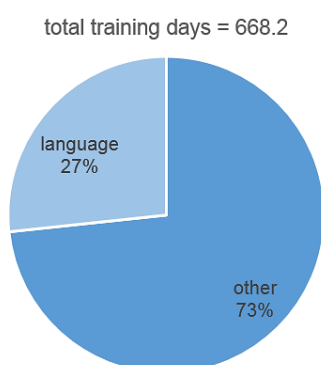


Figure 1: Training days at eu-LISA in 2016

average training days per person = 4.55

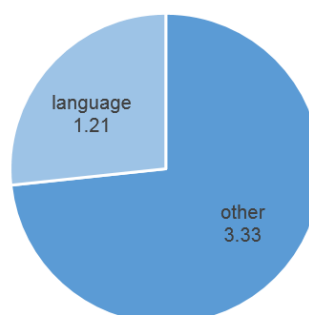
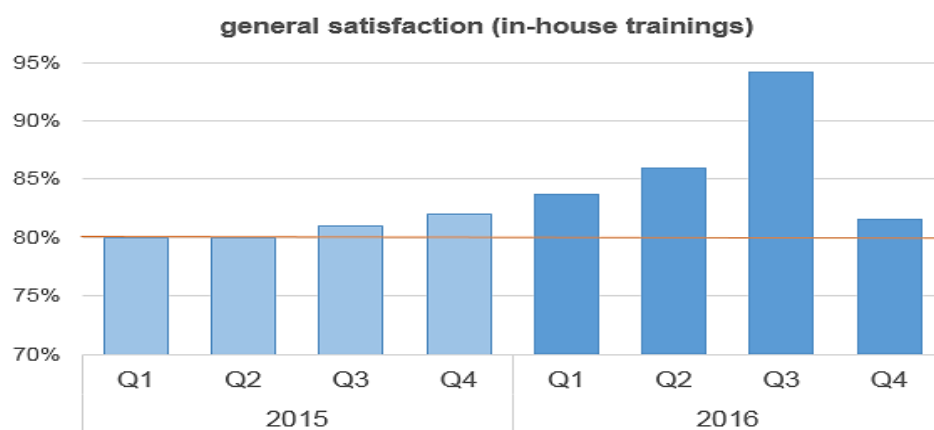


Figure 2: Distribution of average number of training days per person

In November 2016, a Learning Week with several opportunities to become acquainted with technological developments and the innovative approach to learning was organised, with five workshops and presentations, six talks and 10 invited speakers. During the year, eight other learning activities took place, at which diverse learning methods had been introduced to offer the staff more choice in meeting and satisfying their learning needs.

The results of the satisfaction surveys carried out following the training courses show a positive trend in the evaluation of the learning and development offer by staff members.

Figure 3: Comparison of staff satisfaction level for in-house trainings organised in 2015 and 2016



### Establishment Plan and headcount

In 2016, the total staff population of eu-LISA consisted of 155 posts, including 118 Temporary Agents (TAs), 29 Contract Agents (CAs) and 8 Seconded National Experts (SNEs). At the end of the year, 144 posts were occupied and job offers have been accepted for 3 posts; 8 posts remained vacant, with some of them being blocked for replacement due to the cuts foreseen in 2017.<sup>21</sup>

The Establishment Plan of the Agency does not contain posts for officials or clerical posts classified as AST/SC. The total number of posts in the Establishment Plan decreased by 2 posts in comparison to 2015 due to staff cuts and reached a level of 118 posts.

Annex IV shows the 2016 Establishment Plan of eu-LISA.

In terms of headcount, at the end of December 2016 there were 144 full-time staff members: 114 TAs, 24 CAs and six SNEs. Of these, 73 TAs, 17 CAs and 4 SNEs were employed in Strasbourg, 41 TAs, 6 CAs and 2 SNEs were working in Tallinn, and 1 CA was located in eu-LISA's Liaison Office in Brussels. The Agency staff represented 21 nationalities. Women constituted 28 % of the staff, while 72 % were men.

The graph below shows the number of eu-LISA staff members per type of contract and split between the offices of the Agency.

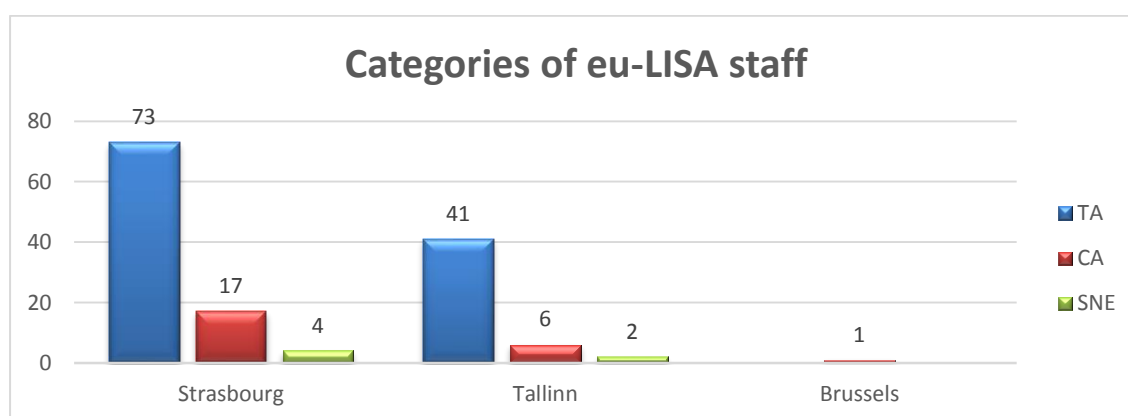


Figure 4: Categories of eu-LISA staff including those who accepted a job offer

The Agency also offered internship opportunities. At the end of 2016, there were 3 interns located in Tallinn.

<sup>21</sup> 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.

## Organisational structure

In 2016, the following changes affecting headcount were made to the organisational structure of eu-LISA:

- The Finance and Procurement Unit was re-organised to meet evolving needs and to support the Operations Department more closely.
- In the Application Management and Maintenance Unit, a sixth sector was established by splitting the Internal Security and Asylum Systems Sector into the Internal Security Sector and the Asylum Systems Sector. Some internal transfers took place following this change.
- A post of Internal Communication Assistant in the General Coordination Unit (GCU) was transformed into the post of the Document Management Assistant and transferred to the Corporate Services Sector (CSS).

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

## Performance indicators in the area of HR

The Agency set performance indicators<sup>22</sup> (KPIs) for areas related to HR. They serve to measure the rate of absenteeism, staff turnover, the staff performance index and staff engagement.

The absenteeism rate is measured by comparing the total number of days of absence without a medical certificate with the number of days of absence with a medical certificate. In 2016, the level of this KPI was 23 %, while the target was to keep it below 25 %. Although this KPI was lower than in 2015, a slight increase was observed for the average number of days of absence per staff member who took leave without a medical certificate. It was 2.82 days per person.

The exit turnover of staff was approximately 7.64 %, as 11 employees left the organisation in 2016. This is above the benchmark KPI set for turnover of 5 %. The Tallinn headquarters was affected strongly by staff turnover, where it reached 16 %.

The staff performance index was within the target set for the KPI (the target being 100 % of completed appraisals and more than 10 % top performance and less than 5 % low performance): it reached 2.7 % for level I performance and 59 % for level I and II performance. There were no cases of low (unsatisfactory) performance level reported.

Staff engagement was measured by evaluating the percentage of staff responding to the Staff Satisfaction Survey. This KPI reached 81 % in 2016 and the target value was 80 % or more.

## 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'<sup>23</sup>, 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.<sup>24</sup> The mandate of the Agency is to offer its services to Member States on a continual basis (24/7); this implies that some 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 be performed outside regular office hours, including at night

<sup>22</sup> eu-LISA Corporate Performance Indicators; this document was adopted by the Management Board of eu-LISA on 15 March 2015 (ref 2015-042) and the change request to the Management Board for Changing the Agency's Corporate Key Performance Indicators (ref. 2016-127) is from October 2016.

<sup>23</sup> P7\_TA(2013) 0134.

<sup>24</sup> Commission decision on working time of 15 April 2015, C(2014) 2502 adopted by the Management Board of eu-LISA on 15 April 2015.

or on public holidays. Therefore, compensation for overtime acquired under flexitime, during stand-by duty interventions or for particular projects, is an inherent feature in the operation of the organisation.

The table below shows the number of leave days granted as compensation for overtime split per each function group and grade of staff member and the average number of days of those absent.

| Function group and grade               | Compensated overtime | Compensated stand-by duty | Compensated flexitime |
|--|----------------------|---------------------------|-----------------------|
| AD 05                                  | 1.8                  | 2.1                       | 84.8                  |
| AD 06                                  | 4.3                  | 9.2                       | 100.6                 |
| AD 07                                  | 16.3                 | 3.3                       | 147.9                 |
| AD 08                                  | 1.0                  | 3.0                       | 59.3                  |
| AD 09                                  | 0.5                  | 0.0                       | 62.5                  |
| AD 10                                  | 2.0                  | 0.0                       | 9.5                   |
| AD 11                                  | 0.0                  | 0.0                       | 25.0                  |
| AD 12                                  | 0.0                  | 0.0                       | 0.0                   |
| AD 13                                  | 0.0                  | 0.0                       | 0.0                   |
| AD 14                                  | 0.0                  | 0.0                       | 0.0                   |
| AD 15                                  | 0.0                  | 0.0                       | 0.0                   |
| AD 16                                  | 0.0                  | 0.0                       | 0.0                   |
| AST 01                                 | 0.0                  | 0.0                       | 0.0                   |
| AST 02                                 | 0.0                  | 0.0                       | 2.0                   |
| AST 03                                 | 7.5                  | 1.5                       | 13.5                  |
| AST 04                                 | 1.0                  | 0.0                       | 36.5                  |
| AST 05                                 | 1.5                  | 0.0                       | 22.0                  |
| AST 06                                 | 1.0                  | 2.3                       | 41.7                  |
| AST 07                                 | 0.0                  | 0.0                       | 26.0                  |
| AST 08                                 | 0.0                  | 0.0                       | 0.0                   |
| AST 09                                 | 0.0                  | 0.0                       | 0.0                   |
| AST 10                                 | 0.0                  | 0.0                       | 0.0                   |
| AST 11                                 | 0.0                  | 0.0                       | 0.0                   |
| <b>Total number of days</b>            | <b>36.8</b>          | <b>21.5</b>               | <b>631.3</b>          |
| <b>Number of people</b>                | <b>21.0</b>          | <b>17.0</b>               | <b>79.0</b>           |
| <b>Average number of days on leave</b> | <b>6.7</b>           |                           |                       |
| GFIII09                                | 0                    | 0                         | 6.0                   |
| GFIV13                                 | 0                    | 0                         | 15.5                  |
| GFIV14                                 | 2.0                  | 4.8                       | 74.3                  |
| GFIV16                                 | 0                    | 0                         | 3.0                   |
| <b>Total number of days</b>            | <b>2.0</b>           | <b>4.8</b>                | <b>98.8</b>           |
| <b>Number of people</b>                | <b>1.0</b>           | <b>1.0</b>                | <b>16.0</b>           |
| <b>Average number of days on leave</b> | <b>5.9</b>           |                           |                       |
| SNE                                    | 0.5                  | 61.5                      | 34.5                  |
| <b>Total number of days</b>            | <b>0.5</b>           | <b>61.5</b>               | <b>34.5</b>           |
| <b>Number of people</b>                | <b>1.0</b>           | <b>4.0</b>                | <b>6.0</b>            |

| Average number of days on leave | 5.0  |      |       |
|---------------------------------|------|------|-------|
| Total number of days:           | 39.3 | 87.8 | 764.6 |
| Total number of people:         | 23.0 | 22.0 | 101.0 |
| Overall average                 | 6.48 | 3.99 | 7.57  |

The figures below show the number of days of compensatory leave for overtime (CO) and interventions during stand-by duty (SBD) and the percentage they constitute.

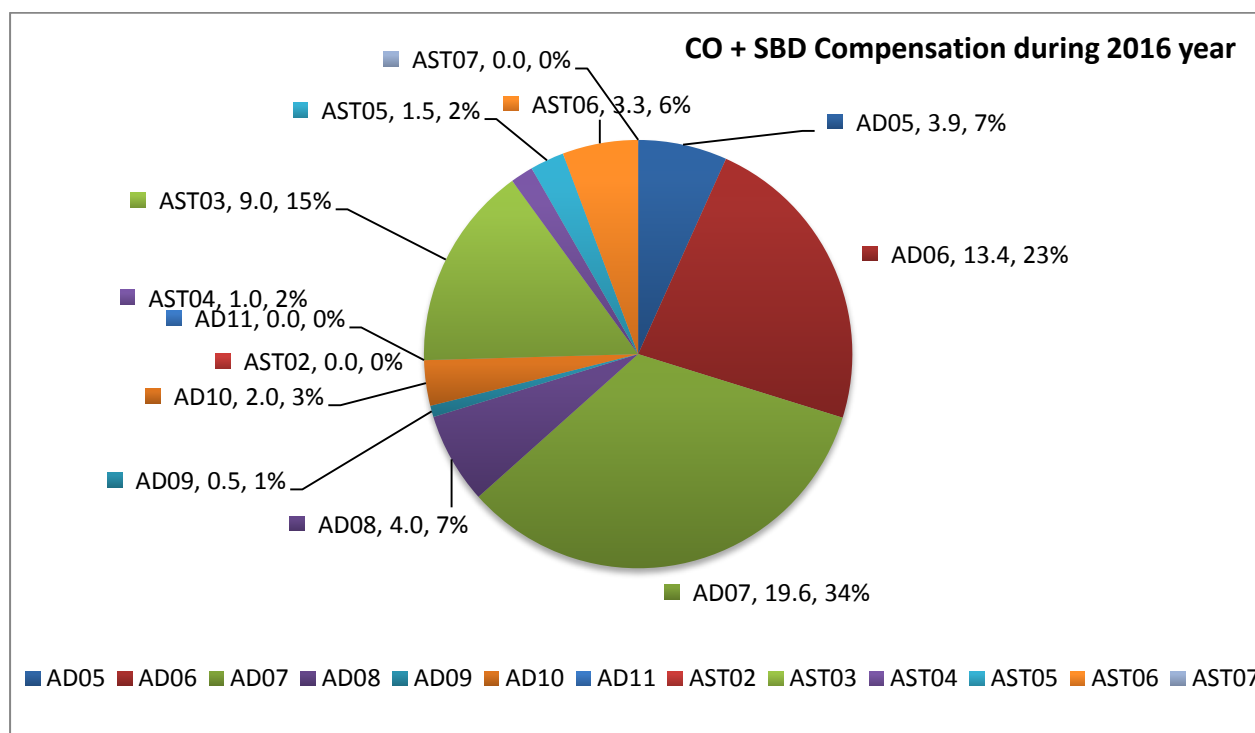


Figure 5: Number of days and percentage of compensatory leave (CO) for overtime and interventions during the stand-by duty (SBD) of the Temporary Agents split per grade

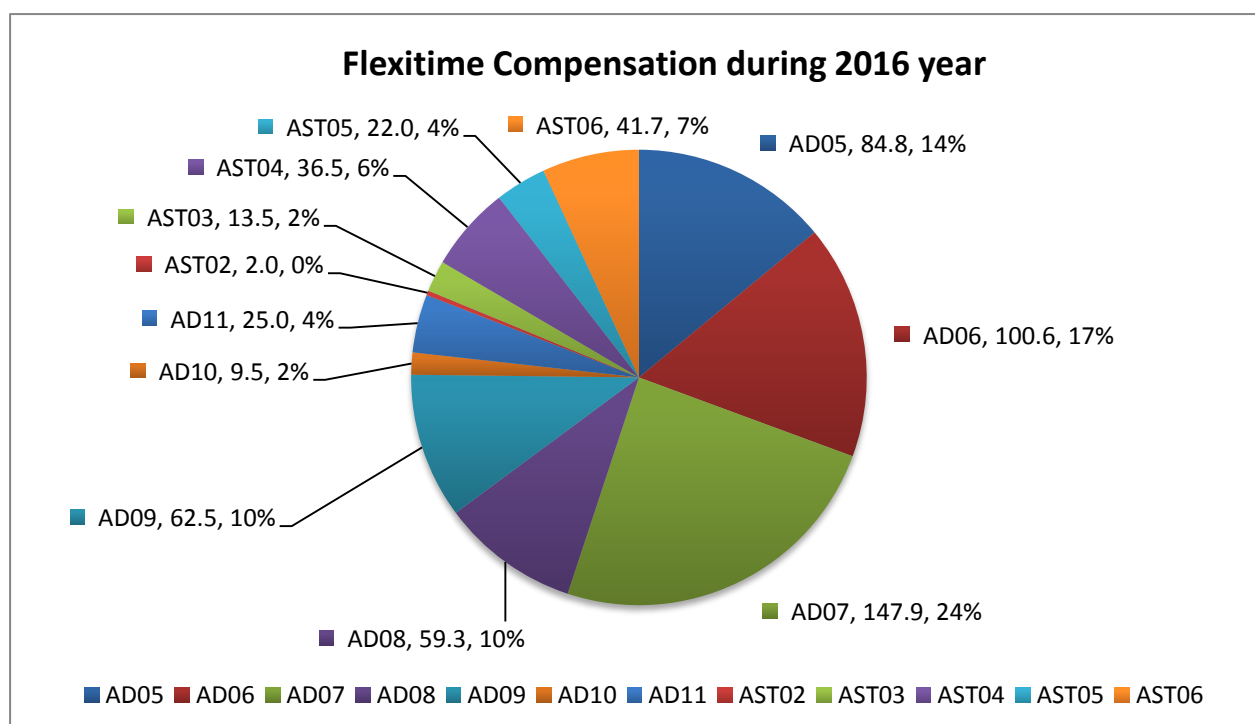


Figure 6: Number of days and percentage of flexitime compensation of the Temporary Agents split per grade in 2016

## Description of the results of the screening/benchmarking exercise

eu-LISA has undertaken its third benchmarking exercise to identify the ratio of administrative to operational staff 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.

Screening was applied to all eu-LISA posts, not only to the posts of the Temporary Agents listed in the Establishment Plan.

The percentage of administrative posts was slightly lower in 2016 than in 2015, decreasing from 17.75 % to 15.91 %.

Conversely, there was a slight increase in the percentage of operational posts, increasing from 69.93 % in 2015 to 73.28 % in 2016. The numbers of staff in the different post subcategories were as follows: General Operational posts increased from 49.43 % in 2015 to 60.74 % in 2016; Programme Management posts decreased from 12.10 % in 2015 to 4.53 % in 2016; and Top Level Operational Coordination posts remained similar (8.4 % in 2015 versus 8.01 % in 2016).

This comparison also shows that there was a slight decrease of the number and percentage of Neutral posts, from 12.32 % in 2015 to 10.81 % in 2016. This was mainly due to the recruitment of additional Contract Agents to the Operations Department of eu-LISA, which reduced the percentage of Neutral and the Administrative Support posts, including Coordination posts. In addition, the cut in staff numbers in 2016 was applied to Administrative Support posts.

The percentages of 15.91 % of Administrative posts and 19.02 % of Administrative and Coordination posts, and the Neutral and Operational posts combined as proportions of the total number of posts, show the high efficiency of staffing at eu-LISA.

However, this had to be balanced by a higher ratio of Administrative Support posts applied to external support, as seen in the benchmarking of the external service providers (intra-muros). This balance will continue to be necessary as long as the Agency is growing in the number of operational staff and projects that require support by technology to reduce the manual execution and processing of administrative tasks.

The results of the 2016 screening are shown in the tables in Annex IV:

- The first table in Annex IV shows the Establishment Plan of eu-LISA.
- The second table shows the levels at which the key roles listed by the European Commission for benchmarking of key functions are represented in eu-LISA.
- The third, indicative, table shows the comparison of the results of the benchmarking exercises undertaken in 2015 and 2016 for both staff members and the external service providers (intra-muros).

## 2.5. Assessment by management

The Agency's Internal Control Standards (ICSs) (as outlined in Article 30, Article 44(2) and Article 47(1)(b) of the Financial Regulation of the Agency) were formally adopted by the Management Board by written procedure on 15 June 2014, while they were implemented already in 2013. The 16 individual control standards are structured around



six major areas: (1) mission and values; (2) HR; (3) the planning and risk management process; (4) operations and control activities; (5) information and financial reporting; and (6) evaluation and audit. An Internal Control Coordinator has been formally appointed by the Executive Director. The Agency's internal control system integrates all these 16 ICSs as adopted by eu-LISA, 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. The framework is monitored on a regular basis to ensure that the controls in place work effectively.

The character of the measures in 2016 was focused on having a well-spread granularity between the various internal control areas as defined in the standards. Next to implementing activities of a rather typical nature for internal control, such as updates of the mission statements from the Agency's various entities or implementing procedures related to staff management (e.g. appraisal exercises and individual training plans), the 2016 ICS register also included measures to enhance the previous year's setup. An example of this might be the successfully completed activity to implement an initial proposal/roadmap for the establishment of a quality management system at eu-LISA.

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 sound financial management.

With regard to *ex ante* verification, each operation is verified for regularity, conformity and sound financial management. In the financial circuits applied at eu-LISA, the functions of verification and authorisation are accomplished by several people, 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 yet been implemented in the organisation.

Since 2013, eu-LISA has established a procedure and register to document exceptions and non-compliance events. For 2016, a total of 30 exceptions and non-compliance events have been registered. In addition, for 2016, 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**

In 2016, the Internal Audit Service of the European Commission (IAS) carried out two assurance audits. The Agency, in agreement with the IAS, put in place action plans in response to the audit findings and recommendations. The audit theme and conclusions are presented below.

### **Audit on IT operations of eu-LISA<sup>25</sup>**

The objective of the audit was to assess the adequacy of the design and the efficiency and effectiveness of the internal control system for the operational management of the IT systems under the responsibility of eu-LISA.

Overall, the audit confirmed that the design and practical implementation of the eu-LISA ITSM processes are effective in ensuring that eu-LISA operates the SIS II, VIS and Eurodac IT systems in a way that allows the continuous and uninterrupted exchange of data between the national authorities using them.

Although the audit did not identify any very important issues in the operational management of the IT systems, the IAS considers that there is room for improving the efficiency of the related processes. The IAS issued five recommendations, all rated 'Important' and related to improvements, in particular, processes, such as the Change Management and the Service Level Management Process, including reporting on the agreed service level indicators and the KPIs for the processes.

### **Audit on staff planning and allocation, performance appraisal and promotion, and training in eu-LISA<sup>26</sup>**

The objective of the audit was to assess the adequacy of the design and the efficiency and effectiveness of the internal control system put in place by eu-LISA for managing its human resources. The audit also assessed the legal and regulatory compliance of the Agency with specific provisions of the applicable regulatory framework.

The IAS concludes that weaknesses still exist in eu-LISA's process for managing human resources, in particular elements that are not fully compliant with the procedural aspects of the Implementing Rules and the Agency's own internal guidelines. The IAS has identified two 'Very Important' and two 'Important' findings. The Very Important findings are related to performance appraisal and promotion procedures, compliance with procedures, accurate maintenance of personnel files, and HR management and planning. An action plan has been prepared to address all findings. The plan has been agreed with IAS and, at the time of drafting this report, is in a process of implementation.

## **2.7.2. Internal Audit Capability (IAC)**

In 2016, eu-LISA's Internal Audit Capability (IAC) carried out three assurance audits. The audit themes and conclusions are presented here.

### **Audit on the design of the internal control system for the Smart Borders Delegation Agreement<sup>27</sup>**

The objective of the audit was to make an independent assessment and to provide the Executive Director and the Management Board with an audit opinion on the adequacy of the design of the internal control system that the Agency had put in place for the implementation of the tasks required to carry out the testing phase of the Smart Borders Pilot Project.

Based on the results of the audit, as described above in the objective and scope, the IAC believed that the design of the internal control system set up by eu-LISA for the implementation of the Delegation Agreement was adequate as of 23 May 2016.

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<sup>25</sup> Final Audit Report on IT Operations in the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (Ares (2016)3501586 — 15/07/2017).

<sup>26</sup> Final Audit Report on Staff Planning and Allocation, Performance Appraisal and Promotion, and training in eu-LISA (Ares (2016)7043332 — 19/12/2016).

<sup>27</sup> Final Audit Report on the Design of Internal Control System for Smart Borders Delegation Agreement (IAC/06/2016).

### **Audit on the reconstruction project in Strasbourg<sup>28</sup>**

The objective of the audit was to make an assessment and to provide the Executive Director, as well as the Management Board, with independent assurance on the effectiveness and efficiency of the internal controls put in place for the implementation of the reconstruction project in Strasbourg.

In the absence of the necessary project documents (i.e. the project plan and project progress report), IAC could not provide reasonable assurance as to the effectiveness and efficiency of the internal control system put in place for this project. Nevertheless, from analysing the contractual and financial data existing in the Agency's financial circuits related to the implementation of the reconstruction contract, IAC noted a low work progress rate (i.e. 9 %) as of 30 June 2016 (i.e. halfway through the project schedule). IAC issued one audit recommendation rated Very important and two rated Important. The Very Important finding is related to the project and contract management organisation that has been put in place. An action plan has been prepared to address all findings.

### **Final audit report on IT project management<sup>29</sup>**

The objective was to make an assessment and provide independent assurance to the Executive Director and the Management Board on the adequacy and effectiveness of the IT project management process.

The IAC acknowledges the initial deployment of the project management process and improvement plans announced in October 2014. However, the IAC believes that the project management process is currently in urgent need of revision and improvement. The revision should consider, inter alia, appropriate ownership, staffing, tools, support and supervision. The IAC issued two Very Important recommendations. These are related to completion, maintenance and continuous improvement of the project management process, project cost estimation and price negotiation with contractors. At the time of writing of this report, an action plan had been prepared and was in the process of review by the relevant internal stakeholders.

## **2.7.3. European Court of Auditors**

In 2016, the European Court of Auditors finalised the usual audit of the annual accounts of eu-LISA for the financial year 2015.<sup>30</sup> The Court has audited:

- (1) the annual accounts of the Agency, which comprise the financial statements<sup>31</sup> and the reports on the implementation of the budget<sup>32</sup> for the financial year ending 31 December 2015;
- (2) the legality and regularity of the transactions underlying those accounts.

In the Court's opinion, the annual accounts of the Agency present fairly, in all material respects, its financial position as of 31 December 2015 and the results of its operations and its cash flows for that year, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the European Commission's accounting officer.

In the Court's opinion, the transactions underlying the annual accounts for the year ending 31 December 2015 are

<sup>28</sup> Final Audit Report on Reconstruction Project in Strasbourg (IAC/11/2016).

<sup>29</sup> Final Audit Report on IT Project Management (IAC/02/2017).

<sup>30</sup> Report on the annual accounts of the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA) for the financial year 2015, together with the Agency's reply.

<sup>31</sup> 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.

<sup>32</sup> These comprise the budgetary outturn account and the annex to the budgetary outturn account.

legal and regular in all material respects.

The Court made five comments that **do not call the above opinions into question**. Those comments were related to:

- the conclusion of an FWC, without specifying in detail the required services;
- an FWC for training services that fails to specify that the procurement services should be in compliance with the procurement provisions in the Agency's financial rules;
- a call for expression of interest and pre-selection of candidates for participation in a negotiated procedure with an estimated value of EUR 20 million took place without a formal delegation by the Authorising Officer;
- the committed appropriations carried over under budget title II, which amounted to EUR 9 million or 50 % of total committed appropriations (in 2014 this was EUR 15 million or 87 %); these carry-overs mainly concern a large contract for the extension of the Strasbourg building (EUR 4.6 million) as well as services provided under multi-annual contracts;
- Schengen-associated countries not yet contributing to activities (salaries and other administrative expenditure) under titles I and II of the Agency's budget.

All findings have been addressed by the Agency. It should also be noted that the resolution of some of the findings is beyond the control of eu-LISA.

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

The Agency's Internal Audit Capability (IAC) regularly monitors and follows-up the state of play of action plans that eu-LISA has put in place following various audit recommendations.

Included in this are all the open audit recommendations of 31 December 2016 that were rated as 'Critical' or 'Very Important', and were issued by the following auditors:

- the Internal Audit Services of the European Commission;
- the Internal Audit Capability of eu-LISA;
- the European Court of Auditors.

The report shows the monitoring results (status of action plans as asserted by management and the owners of the actions), and the results of the auditors' follow-up. To confirm closure (under the heading 'Closed' in the summary table below), the IAS and IAC carried out the annual follow-up to the action plans declared to be 'Implemented' (auditor's assessment of evidence provided and collected).

As of 31 Dec 2016, the Agency had 22 audit recommendations rated as Very Important. Out of these, 10 audit recommendations have been issued recently<sup>33</sup> and are marked below as 'New'. There were no 'Critical' issues open.

The IAS followed-up<sup>34</sup> and closed four very important recommendations that resulted from the IAS limited review on the implementation of the Internal Control Standards in eu-LISA in 2015. One very important recommendation

<sup>33</sup> Two Very Important audit recommendations were received on 17 January 2017 following the audit on the IT Project Management Process, which IAC carried out in 2016.

<sup>34</sup> Note concerning the IAS follow-up audit on outstanding recommendations from the IAS limited review on the implementation of Internal Control Standards in eu-LISA (Ares(2017)444132 — 27/01/2017).

remains open and it is noted that respective corrective action is ongoing but full completion is expected by the end of 2017 and not, as initially estimated, by November 2015.

The IAC followed-up<sup>35</sup> and closed one Very Important recommendation<sup>36</sup> that resulted from the IAC audit of contract management. One Very Important recommendation<sup>37</sup> remains open, with the deadline extended from 30 June 2016 to 30 June 2017. Another Very Important recommendation<sup>38</sup> remains open for a new monitoring period.

The ECA followed-up<sup>39</sup> the observations made in the previous years and three Very Important recommendations<sup>40</sup> were closed (or were not applicable). One Very Important recommendation<sup>41</sup> is maintained as ongoing, although its status was 'Implemented', as declared by eu-LISA management.

### Summary table

| IAS, IAC and ECA recommendations by rating | Total     | New       | Implemented | In progress | Closed   | Past due |
|--|-----------|-----------|-------------|-------------|----------|----------|
| Critical <sup>a</sup>                      | 0         | 0         | 0           | 0           | 0        | 0        |
| Very Important <sup>b</sup>                | 22        | 10        | 9           | 0           | 8        | 3        |
| <b>Total</b>                               | <b>22</b> | <b>10</b> | <b>9</b>    | <b>0</b>    | <b>8</b> | <b>3</b> |

<sup>a</sup>Critical: a fundamental weakness in the audited process that is detrimental at the entity level.

<sup>b</sup>Very Important: a fundamental weakness in the audited process that is detrimental to the whole process.

**Note:** for monitoring purpose, 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 is proceeding according to the plan. The deadline not due or a new action plan/deadline has been agreed with the auditor.

**Past due:** the recommendation was not implemented by the agreed deadline.

**New:** action plans are being put in place or implementation has just started in the case of recommendations issued within six months of the reporting date.

<sup>35</sup> IAC Memorandum on Follow-up Results (IAC/05/2017).

<sup>36</sup> Rec ID#2015100925: 1.2.2 Contract Governance.

<sup>37</sup> Rec ID#2015100924: 1.2.1 — Definition and organisation of Contract management.

<sup>38</sup> Rec ID#201404295: The Agency, based on the result of a risk assessment including fraud risk assessment, should put in place without delay the followings: a procedure on exceptions to ensure that all instances of overriding of controls or deviations from established processes and procedures are documented in exception reports, justified, duly approved before action is taken and logged in a special register.

<sup>39</sup> Report on the annual accounts of the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA) for the financial year 2015 together with the Agency's reply.

<sup>40</sup> Rec ID# 201410307: 14: Internal controls, rec ID#2015103029: 12: Budgetary management and rec ID#2015103030: 13: Budgetary management.

<sup>41</sup> Rec ID#201410308: Contribution of associated countries. According to the Agency's Founding Regulation, 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. Although Schengen-associated countries were using the systems managed by the Agency, in 2013 the Commission's negotiations were still ongoing.

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

At the time of preparation of this report, the discharge procedure for 2015 had been accomplished and the procedure for 2016 was ongoing. The table below provides information regarding the actions performed by the Agency to address the observations of the discharge authority for 2015.

| Area                                   | Remark  | Update from eu-LISA  |
|--|---|--|
| Reliability of the accounts            | Welcomes the Court of Auditors' conclusions that the annual accounts of eu-LISA present its financial position on 31 December 2015 fairly and that its transactions are legal and regular   |  |
| Budget and financial management        | Welcomes improvements with regard to budget planning and monitoring; notes that the level of execution of the budget exceeded 99 % for both commitments and payment appropriations  |  |
| Procurement and recruitment procedures | Regrets that the agency outsourced procurement of services to a third party without ensuring that it acted in compliance with the financial regulation of the Union; regrets that a call for expression of interest for participation in a negotiated procedure took place without a delegation by the authorising officer; regrets that the agency engaged in contractual agreements or negotiations with a single contractor without precisely defining the services requested; acknowledges that the agency acted in compliance with its own financial regulation; requests, however, that, given the very large financial amounts involved with the development and maintenance of JHA systems and the associated risks, the agency fully complies with the financial regulation of the Union | There is no call for expression of interest done without a delegation from the authorising. The procedure referred to was a pre-screening of the market. All activities related to procurement have been carried out in compliance with the Financial Regulation.<br><br>The Agency concluded a FWC for services related to training. No direct negotiations whatsoever were carried out as long as purpose of the contract is different. The Agency is short of staff to deal with necessary training. Therefore, it uses a contractor to search the market based on specific requests and to provide most optimal solution |
|  | Welcomes efforts to keep JHA systems aligned with evolving political priorities and unforeseen events through the year; acknowledges the growing importance of the Agency for the functioning of the Schengen area; calls for the Agency to monitor its financial and human resources closely and, if needed, to submit timely and justified requests for adjustments   | The Agency is understaffed comparing available human resources with the tasks that have been assigned to the Agency. Therefore, eu-LISA will request additional CA posts for 2018 and expects European Parliament to look favourably on this request   |
| Corporate governance                   | Encourages the Agency to develop appropriate KPIs that are a better reflecting the effects and impacts of its actions on the maintenance of security within the EU, the control of EU external borders and the management of migration flows  | The Agency is currently in the process of finalising the revised set of Corporate Performance Indicators. It is expected that the revised set will be adopted by the Management Board in 2017  |

## Part II(b). External evaluations

At the time of writing this report (January 2017), the Agency has undergone external evaluation, in accordance with Article 31 of Regulation No 1077/2011.

The evaluation examined the way in which eu-LISA implemented its mandate, as laid down in its Establishing Regulation, looking at four areas: efficiency, effectiveness, added value and coherence. It also examined the Agency's contribution to the establishment of a coordinated, effective and coherent IT environment for the management of large-scale IT systems supporting the implementation of JHA policies.

The evaluation was successfully carried out. Its conclusion is that the Agency effectively fulfils its mandate. The evaluation also suggests particular ways of improving the operations of the Agency and identifies potential opportunities to extend its mandate.

Selected highlights from the report/the evaluation found the following:

- The Agency had, overall, achieved its objective of effectively ensuring the operational management of the three IT systems entrusted to it.
- Although the organisational set-up and internal processes are still evolving, these are properly structured and described. The Agency has been able to identify solutions in order to carry out the assigned tasks. This was particularly observed through the project case studies (e.g. the Smart Borders Pilot Project and the Common Shared Services Studies).
- The Agency has been successful, overall, in respecting the clear allocation of roles and responsibilities at EU and national levels concerning its core business of managing large-scale IT systems.
- The activities of eu-LISA are generally well aligned with the relevant JHA policy frameworks and strategies.
- The Agency has developed a coherent cooperation strategy for engaging with different stakeholders in a structured way through the adoption of its Stakeholder Management Strategy.
- The establishment of a single management authority to assume operational management of the three IT systems inherently creates a high level of added value, to the extent that the Agency effectively and efficiently carries out its tasks. The ultimate added value of eu-LISA is, therefore, logically highly dependent on its ability to fulfil its core tasks in an efficient and effective manner.
- Overall, the evaluation noted positive feedback concerning the level of involvement and communication with national-level stakeholders.

## 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 and the carrying out of a corporate risk management workshop during quarter 4 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; this also defines the details of the risk monitoring exchange between the risk owners and the Corporate Governance and Risk Management Officer.

For the year 2016, a total of six corporate risks have been identified and dealt with within the Agency's corporate risk response plan. These were related to the possible effects of a lack of resources and tools for efficient and effective end-to-end system life cycle management; mid- and short-term constraints affecting the implementation of eu-LISA's Technology Strategy negatively; external staff augmentation, which lacked efficient integration and control and could evolve into long-term solution; the complexity and scale of core business system contracts affecting effective budget implementation; as well as the dynamic and complex environment potentially challenging the Agency in carrying out its mission.

For those risks, 15 individual risk measures have been built up with the nominated risk owners, of which 11 had been implemented at the end of the year with the aim of sufficiently mitigating the risks identified and their impact on the organisation. In order to minimise risks regarding fraud, relevant procedures in the Agency's ethical framework were produced, updated, communicated and made available to staff. Training is organised on an annual basis to create awareness among staff. For details on the six corporate risks, please refer to Annex VII.

### 3.2. Compliance and effectiveness of Internal Control Standards

All 16 approved eu-LISA ICSs have been applied and integrated in a balanced way to the tasks stemming from the AWP 2016 for the Agency. In 2016, the 16 ICSs were further detailed to give 126 individual ICS measures, assigned to relevant staff members in the organisation. Considering the 2016 measures taken for achieving and maintaining compliance with the Agency's ICSs, it can be stated that internal control is sufficiently established in eu-LISA. A number of actions have been implemented, thus demonstrating eu-LISA's efforts in applying and striving for good governance. For 2017, the range and scope of compliance measures will be updated based on advice provided by the Authorising Officer as well as on findings related to the outcomes of joint meetings between the Internal Control Coordinator and eu-LISA managers and staff with ICS-related functions.

The function of the Internal Control Coordinator (covered by the Head of the Corporate Governance Sector) has been established to support the efficient and effective implementation of ICS at eu-LISA by creating a focal point for providing information and awareness, as well as a capacity for monitoring and reporting. Following quarterly monitoring exercises with managers and staff with ICS-related functions, the Internal Control Coordinator continuously reported in 2016 to the Executive Director about the status and progress of ICS compliance within eu-LISA. To further facilitate the Agency's efforts in having an efficient and effective system for internal control, in 2016, the Internal Control Coordinator performed a prioritisation exercise that resulted in proposals for updates for 2017 to the measures for implementation of the ICSs.

In addition, the overall effectiveness and efficiency of the internal control system was assessed by the Internal



Control Coordinator. For this purpose, the eu-LISA ICS register (which documents the status of each individual measure related to the implementation of the ICSs at the Agency) was consulted to extract the necessary data, which was then summarised and forwarded as a report to the eu-LISA Management Board for their information. 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/her declaration of assurance of the Annual Activity Report. These are summarised below.

#### **Building block 1: Assessment by management**

##### *Assessment by management*

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

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

##### *Register of exceptions*

The Agency has had a procedure in place for the registration of exceptions since 2013. At the beginning of 2015, a formal procedure for the registration and management of exceptions was adopted. Its overall objective is to establish appropriate arrangements to ensure that any exceptional circumstances of significant instances of overriding controls or deviations from the established regulatory framework are 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 2016, 30 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*

##### *Final audit report on IT operations in eu-LISA*

Overall, the audit confirmed that the design and practical implementation of the processes in the scope are effective in ensuring that eu-LISA operates the SIS II, VIS and Eurodac IT systems in a way that allows the continuous and uninterrupted exchange of data between the national authorities using them. Although the audit did not identify any very important issues in the operational management of the IT systems, the IAS considers that there is room for improving the efficiency of the related processes. These are set out in detail in the body of the report.

##### *Final audit report on staff planning and allocation, performance appraisal and promotion, and training in eu-LISA*

The Agency has successfully finalised its performance appraisal and promotion procedures for the years that were subject to audit review (2014 and 2015) in line with the regulations. The IAS acknowledges that eu-LISA has launched projects intended to strengthen HR management controls, including the development of an integrated IT HR management tool. In addition, in 2016, the Agency adopted a comprehensive HRS that links its strategic goals for 2014-2020 with the specific goals of the Human Resources and Training Unit (HRTU). Its implementation will be reviewed in quarter 3 of 2017. However, the IAS concludes that weaknesses still exist in eu-LISA's process for

managing HR, in particular, there are elements that are not fully compliant with procedural aspects of the Implementing Rules and the Agency's own internal guidelines. In this context, the IAS has identified two Very Important findings.

The Agency suffers from a number of shortcomings in its performance appraisal and promotion systems (finding No 1). These relate to the failure to meet planned timeframes, partial non-compliance of the appraisal and promotion process with the mandated procedures, the ambiguous role of the Joint Promotion Committee as currently constituted, a need for transparency in communications with staff and improvements in the quality of the performance appraisals themselves.

The Agency has been without a post for Head of Unit of the HRTU (i.e. an HR manager responsible for HR matters) since March 2016 (finding No 2). The Head of the Resources and Administration Department (RAD) (the department that includes the HRTU and two other units) has also taken over direct responsibility for leading the HRTU since that date. The IAS notes that this situation was temporarily unavoidable. However, the IAS considers that the important challenges in the area of HR management mean that this post should be reinstated and filled as soon as possible. Several HR-related projects that are expected to contribute significantly to effective HR management and planning are currently under way and these require the input and supervision of a dedicated senior HR manager.

In arriving at the above conclusion, the following risks that may have an impact on the achievement of the business objectives for the process audited were identified:

- Performance Appraisal and Promotions Procedure — risk rating: 'High';
- HR Management and Planning — risk rating: 'High'.

*ECA opinion (audit report on 2015 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 of 31 December 2015 and the results of its operations and its cash flows for that year, in accordance with the provisions of its financial regulation and the accounting rules adopted by the European 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 ending 31 December 2015 are legal and regular in all material respects.

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

The declaration of assurance of the Authorising Officer in the Annual Activity Report 2015 did not contain any reservations.

### **Conclusion**

Based on Part II and Part III above, a conclusion can be made that there are no significant weaknesses in internal controls that might have an 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

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. Corporate Performance Indicators

In 2015, the Management Board of eu-LISA adopted a set of Corporate Performance Indicators. The first measurement of the Corporate Performance Indicators was partially carried out at the end of quarter 4 of 2016 and at the beginning of quarter 1 of 2017. Due to ongoing discussions between stakeholders and eu-LISA, the full set of corporate KPI targets had not been agreed by the time of writing this report. eu-LISA is currently working for achieving an agreement on all KPI targets. It is expected that the updated set of KPIs will be adopted by the Management Board in 2017.

The Annual Activity Report 2016 covers the KPIs (with targets) that have been adopted by the Management Board. The KPI targets that are still the subject of discussion are not represented in the table below.

| KPI | Corporate Performance Indicator   | Target <sup>a</sup>  | Actual <sup>b</sup> |
|-----|---|----------------------|---------------------|
| 1   | Security: number of identified critical shortcomings during security tests  | 0                    | 95 <sup>8</sup>     |
| 2   | Security: percentage of identified security risks treated by assured security controls  | 100 %                | 100 %               |
| 3   | Eurodac central system availability   | 99.99 %              | 99.83 %             |
| 4   | Eurodac central system response time  | 99.45 %              | 99.99 %             |
| 5   | Wide Area Network (WAN) availability (for SIS II and VIS systems)   | 99.99 %              | 100 %               |
| 6   | SIS II central system availability  | 99.99 %              | 99.83 %             |
| 7   | SIS II central system response time   | 99.50 %              | 99.88 %             |
| 8   | VIS central system availability   | 99.99 %              | 99.48 %             |
| 9   | VIS central system response time  | 100 %                | 98.64 %             |
| 10  | Cancellation rate of carried-over payment appropriations  | < 5 %                | 3.33 %              |
| 11  | Rate (%) of budgetary commitments implementation  | 95-99 %              | 97.90 %             |
| 12  | Rate (%) of payment implementation  | > 95 %               | 97.58 %             |
| 13  | Ratio of investment/maintenance costs compared to overall cost of the systems under management; not to be measured as proposed, but to be deleted in accordance with the KPI change request forwarded to the Management Board |                      |                     |
| 14  | HR: ratio (%) of administrative resources to operational resources  | Administrative: 20 % | 15.91 %             |
|     |   | Operational: 70 %    | 73.28 %             |
| 15  | Ratio (%) of payments completed within statutory deadlines  | 90-100 %             | 93.20 %             |
| 16  | Average square metres of office space per FTE (m <sup>2</sup> )   | 10 m <sup>2</sup>    | 7.9 m <sup>2</sup>  |
| 17  | eu-LISA training course external participant satisfaction   | > 3                  | 4.45                |
| 18  | Procurement compliance with the Agency's PAP  | 0.5-1.5              | 0.44                |
| 19  | Procurement project management: % of main procurement projects on schedule  | > 60 %               | 97 %                |
| 20  | Customer satisfaction: % of MS users satisfied or very satisfied with the overall service provided by eu-LISA Service Desk  | > 80 %               | 94.45 %             |
| 21  | Ratio (%) of activities identified in the Annual Work Programme met or on schedule  | 90 %                 | 91.2 %              |
| 22  | Member States systems helpdesk performance  | > 80 %               | 90 %                |
| 23  | Project management: assessing completed projects  | < 10                 | 0                   |

|    |   |   |           |
|----|---|---|-----------|
|    | against defined quality/cost/time parameters  |   |           |
| 24 | Percentage of audit recommendations implemented within stipulated deadlines               | 80-100 %                                | 75 %      |
| 25 | HR: percentage of uncertified vs certified absence days from work within reporting period | < 25 %                                  | 23 %      |
| 26 | HR: annual percentage staff turnover  | ≤ 5 %                                   | 7.64 %    |
| 27 | HR: staff performance index   | Completed appraisals: 100 %             | 100 %     |
|    |   | Low performance: < 5 %                  | 0 %       |
|    |   | Top performance: > 10 %                 | 59 %      |
| 28 | HR: staff engagement level  | ≥ 80 %                                  | 81 %      |
| 29 | External communication: eu-LISA web-based visibility                                      | Unique visitors: open                   | 81 005    |
|    |   | Average visit duration: open            | 4 min 54s |
|    |   | Bounce rate (left after one page): open | 37 %      |
|    |   | Actions per visit (average): open       | 3.7       |

<sup>a</sup>System availability target is not precisely defined in the legal instruments governing the systems. The target of 99.99% has been established by the Agency considering the fact that systems managed by it are defined as high availability systems.

<sup>b</sup>The actual availability includes *switch over* and *switch back* time, in case of planned maintenance.

FTE, full-time equivalent; PAP, Procurement and Acquisition Plan.

## 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 in 2016. No amending of the budget was required.

| Budget Chapter  | Commitment Appropriations |                      |                 |                      | Payment Appropriations |                      |                 |                      |
|---|---------------------------|----------------------|-----------------|----------------------|------------------------|----------------------|-----------------|----------------------|
|   | Initial budget            | Transfers            | Amending budget | Final budget         | Initial budget         | Transfers            | Amending budget | Final budget         |
| <b>TITLE 1 - STAFF EXPENDITURE</b>                        | <b>15,241,848.00</b>      | <b>-1,041,661.95</b> |                 | <b>14,200,186.05</b> | <b>15,241,848.00</b>   | <b>-1,041,661.95</b> |                 | <b>14,200,186.05</b> |
| A-11 Salaries & allowances                                | 13,860,848.00             | -1,230,214.66        |                 | 12,630,633.34        | 13,860,848.00          | -1,230,214.66        |                 | 12,630,633.34        |
| A-12 Expenditure related to recruitment                   | 35,000.00                 | 42,386.49            |                 | 77,386.49            | 35,000.00              | 42,386.49            |                 | 77,386.49            |
| A-13 Mission Expenses                                     | 300,000.00                | 110,000.00           |                 | 410,000.00           | 300,000.00             | 110,000.00           |                 | 410,000.00           |
| A-14 Socio-Medical Infrastructure                         | 646,000.00                | 52,502.20            |                 | 698,502.20           | 646,000.00             | 52,502.20            |                 | 698,502.20           |
| A-15 Training for Staff                                   | 400,000.00                | -16,335.98           |                 | 383,664.02           | 400,000.00             | -16,335.98           |                 | 383,664.02           |
| <b>TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE</b> | <b>11,372,000.00</b>      | <b>-2,540,000.00</b> |                 | <b>8,832,000.00</b>  | <b>11,372,000.00</b>   | <b>-2,540,000.00</b> |                 | <b>8,832,000.00</b>  |
| A-20 Expenditure for premises                             | 4,985,000.00              | -3,564,450.00        |                 | 1,420,550.00         | 4,985,000.00           | -3,564,450.00        |                 | 1,420,550.00         |
| A-21 Corporate IT & Telecom                               | 1,550,000.00              |                      |                 | 1,550,000.00         | 1,550,000.00           |                      |                 | 1,550,000.00         |
| A-22 Movable Property and Associated Costs                | 200,000.00                |                      |                 | 200,000.00           | 200,000.00             |                      |                 | 200,000.00           |
| A-23 Current Administrative Expenditure                   | 385,000.00                | 163,150.00           |                 | 548,150.00           | 385,000.00             | 163,150.00           |                 | 548,150.00           |
| A-24 Postage  | 35,000.00                 |                      |                 | 35,000.00            | 35,000.00              |                      |                 | 35,000.00            |
| A-25 Management Board                                     | 280,000.00                |                      |                 | 280,000.00           | 280,000.00             |                      |                 | 280,000.00           |
| A-26 Information and Publications                         | 400,000.00                | 150,000.00           |                 | 550,000.00           | 400,000.00             | 150,000.00           |                 | 550,000.00           |
| A-27 External Support Services                            | 2,567,000.00              | 711,300.00           |                 | 3,278,300.00         | 2,567,000.00           | 711,300.00           |                 | 3,278,300.00         |
| A-28 Security   | 970,000.00                |                      |                 | 970,000.00           | 970,000.00             |                      |                 | 970,000.00           |
| <b>TITLE 3 - OPERATIONAL EXPENDITURE</b>                  | <b>53,408,152.00</b>      | <b>3,581,661.95</b>  |                 | <b>56,989,813.95</b> | <b>53,408,152.00</b>   | <b>3,581,661.95</b>  |                 | <b>56,989,813.95</b> |
| B3-0 Shared System Infrastructure (CORE Systems)          | 7,032,000.00              | 0.00                 |                 | 7,032,000.00         | 4,050,000.00           | 215,000.00           |                 | 4,265,000.00         |
| B3-1 SIS II   | 10,225,000.00             | 2,570,000.00         |                 | 12,795,000.00        | 8,900,000.00           | 1,405,000.00         |                 | 10,305,000.00        |
| B3-2 VIS-BMS  | 29,500,000.00             | 1,700,342.84         |                 | 31,200,342.84        | 32,750,000.00          | 1,041,661.95         |                 | 33,791,661.95        |
| B3-3 EURODAC  | 2,825,000.00              | -1,500,000.00        |                 | 1,325,000.00         | 3,900,000.00           | -205,000.00          |                 | 3,695,000.00         |
| B3-6 Ext Supp Services directly related to CORE Systems   | 2,546,152.00              | 917,000.00           |                 | 3,463,152.00         | 2,508,152.00           | 1,125,000.00         |                 | 3,633,152.00         |
| B3-7 Meetings missions dir related to the CORE systems    | 540,000.00                | -100,000.00          |                 | 440,000.00           | 560,000.00             | 0.00                 |                 | 560,000.00           |
| B3-8 Training directly related to operations              | 740,000.00                | -5,680.89            |                 | 734,319.11           | 740,000.00             | 0.00                 |                 | 740,000.00           |
| <b>TOTAL</b>  | <b>80,022,000.00</b>      | <b>0.00</b>          |                 | <b>80,022,000.00</b> | <b>80,022,000.00</b>   | <b>0.00</b>          |                 | <b>80,022,000.00</b> |

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

As far as the 2016 appropriations (fund source C1) are concerned, the Agency reached a high level of budget implementation, exceeding 97.9 % in both commitment and payment appropriations, taking into consideration the automatic carry-over of appropriations.

| BUDGET TITLE  | COMMITMENTS (C1)     |                      |              | PAYMENTS (C1)        |                      |              |
|---|----------------------|----------------------|--------------|----------------------|----------------------|--------------|
|   | Budgeted             | Consumed             | %            | Budgeted             | Consumed             | %            |
| <b>Title 1 – Staff expenditure</b>                        | <b>14,200,186.05</b> | <b>14,198,694.61</b> | <b>99.9%</b> | <b>14,200,186.05</b> | <b>14,198,694.61</b> | <b>99.9%</b> |
| <i>of which, executed</i>                                 |                      | 14,198,694.61        | 99.9%        |                      | 13,783,002.28        | 97.1%        |
| <i>of which, automatic carry forward</i>                  |                      | -                    |              |                      | 415,692.33           | 2.9%         |
| <b>Title 2 – Infrastructure and Operating expenditure</b> | <b>8,832,000.00</b>  | <b>7,889,174.20</b>  | <b>89.3%</b> | <b>8,832,000.00</b>  | <b>7,889,174.20</b>  | <b>89.3%</b> |
| <i>of which, executed</i>                                 |                      | 7,889,174.20         | 89.3%        |                      | 2,916,061.90         | 37.0%        |
| <i>of which, automatic carry forward</i>                  |                      | -                    | -            |                      | 4,973,112.30         | 63.0%        |
| <b>Title 3 – Operational expenditure</b>                  | <b>56,989,813.95</b> | <b>56,249,994.65</b> | <b>98.7%</b> | <b>56,989,813.95</b> | <b>55,999,644.43</b> | <b>98.3%</b> |
| <b>TOTAL EUR</b>  | <b>80,022,000.00</b> | <b>78,337,863.46</b> | <b>97.9%</b> | <b>80,022,000.00</b> | <b>78,087,513.24</b> | <b>97.6%</b> |
| <i>of which, executed</i>                                 |                      | 78,337,863.46        | 97.9%        |                      | 72,698,708.61        | 90.8%        |
| <i>of which, carried forward</i>                          |                      | -                    |              |                      | 5,388,804.63         | 6.7%         |

### 3. Implementation of the budget for other fund sources

In addition to the budget for 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);
- from 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).
- from external assigned revenue, as contributions from the associated countries in accordance with Article 32(1)(b) of the Establishing Regulation and the Smart Borders Delegation Agreement signed with the European Commission in 2015 (fund source R0, Title 3 only).

| Budget Title                                 | Fund Source  | Commitment            |                       |              | Payment               |                      |              |
|--|--------------|-----------------------|-----------------------|--------------|-----------------------|----------------------|--------------|
|  |              | Budgeted              | Consumed              | % Commit     | Budgeted              | Consumed*            | % Payment    |
| A-1 Staff expenditure                        | C1           | 14,200,186.05         | 14,198,694.61         | 99.9%        | 14,200,186.05         | 13,783,002.28        | 97.1 %       |
|  | C5           | 627.70                | 627.70                | 100.0 %      | 627.70                | 627.70               | 100.0 %      |
|  | C8           | 271,530.94            | 242,886.42            | 89.5 %       | 271,530.94            | 242,886.42           | 89.5 %       |
|  | Subtotal     | 14,472,344.69         | 14,442,208.73         | 99.8%        | 14,472,344.69         | 14,026,516.40        | 96.9%        |
| A-2 Infrastructure and Operating Expenditure | C1           | 8,832,000.00          | 7,889,174.20          | 89.3 %       | 8,832,000.00          | 2,916,061.90         | 33.0 %       |
|  | C4           | 95,726.73             | 436.14                | 0.5 %        | 95,726.73             |                      |              |
|  | C5           | 8,455.67              | 8,455.67              | 100.0 %      | 8,455.67              | 4,255.67             | 50.3 %       |
|  | C8           | 19,270,980.00         | 18,825,609.48         | 97.7 %       | 19,270,980.00         | 18,825,609.48        | 97.7 %       |
| B0-3 Operational Expenditure                 | Subtotal     | 28,207,162.40         | 26,723,675.49         | 94.7%        | 28,207,162.40         | 21,745,927.05        | 77.1%        |
|  | C1           | 56,989,813.95         | 56,249,994.65         | 98.7 %       | 56,989,813.95         | 55,999,644.43        | 98.3 %       |
|  | C4           | 32,141.66             | 5,629.09              | 17.5 %       | 32,141.66             | 2,850.72             | 8.9 %        |
|  | C5           | 595.00                | 595.00                | 100.0 %      | 595.00                | 595.00               | 100.0 %      |
|  | C8           | 70,153,508.48         | 64,929,186.22         | 92.6 %       |                       |                      |              |
|  | R0           | 4,763,925.58          | 2,037,462.89          | 42.8 %       | 4,763,925.58          | 1,819,740.49         | 38.2 %       |
|  | Subtotal     | 131,939,984.67        | 123,222,867.85        | 93.4%        | 61,786,476.19         | 57,822,830.64        | 93.6%        |
| <b>ALL</b>                                   | <b>TOTAL</b> | <b>174,619,491.76</b> | <b>164,388,752.07</b> | <b>94.1%</b> | <b>104,465,983.28</b> | <b>93,595,274.09</b> | <b>89.6%</b> |

\*For Title 3 C1 appropriations, EUR 4 388 024.41 refer to payments of commitments for the year. The remainder, amounting to EUR 51 611 620.02, was used to cover commitments from previous years.

#### 4. List of budgetary transfers

During 2016, the internal transfer operations listed in the following table were performed under Article 27 of the Agency's Financial Regulation.

| Budgetary transfers in 2016 |           |            |   |                                |                             |
|-----------------------------|-----------|------------|---|--------------------------------|-----------------------------|
| Budgetary transfer No       | Reference | Date       | Budget line   | Commitment appropriation (EUR) | Payment appropriation (EUR) |
| 1                           | LIS.951   | 15/01/2016 | B03200 VIS-BMS MWO                                      | 0.00                           | -1,260,675.26               |
|                             |           |            | B03201 VIS-BMS other                                    | 0.00                           | 1,260,675.26                |
|                             |           |            | B03300 Eurodac MWO                                      | 0.00                           | -460,000.00                 |
|                             |           |            | B03301 Eurodac other                                    | 0.00                           | 460,000.00                  |
| 2                           | LIS.983   | 21/06/2016 | A01110 Basic salary                                     | 206,048.00                     | 206,048.00                  |
|                             |           |            | A01111 Household allowance                              | -42,800.00                     | -42,800.00                  |
|                             |           |            | A01112 Dependent child allowance                        | -95,548.00                     | -95,548.00                  |
|                             |           |            | A01113 Education allowance                              | -27,500.00                     | -27,500.00                  |
|                             |           |            | A01114 CA expatriation and foreign residence allowances | -133,000.00                    | -133,000.00                 |
|                             |           |            | A01200 Travel expenses                                  | 50,000.00                      | 50,000.00                   |
|                             |           |            | A01403 Social activities                                | 42,800.00                      | 42,800.00                   |
|                             |           |            | A02010 Expenditure for premises FR                      | -1,720,000.00                  | -1,720,000.00               |
|                             |           |            | A02330 Other running costs                              | 150,000.00                     | 150,000.00                  |
|                             |           |            | A02600 Information and publications                     | 150,000.00                     | 150,000.00                  |
|                             |           |            | A02700 External support services                        | -150,000.00                    | -150,000.00                 |
|                             |           |            | B03100 SIS II MWO                                       | 1,570,000.00                   | 1,570,000.00                |
|                             |           |            | B03300 Eurodac MWO                                      | 0.00                           | -300,000.00                 |
|                             |           |            | B03301 Eurodac other                                    | 0.00                           | 300,000.00                  |
|                             |           |            | B03100 SIS II MWO                                       | 119,105.60                     | 119,105.60                  |
|                             |           |            | B03300 Eurodac MWO                                      | -119,105.60                    | -119,105.60                 |
| 3                           | LIS.989   | 25/07/2016 | A02010 Expenditure for premises FR                      | -861,300.00                    | -861,300.00                 |
|                             |           |            | A02700 External support services                        | 861,300.00                     | 861,300.00                  |
| 4                           | LIS.991   | 10/08/2016 | A01200 Travel expenses                                  | -4,207.50                      | -4,207.50                   |
|                             |           |            | A01201 Other expenses                                   | 4,207.50                       | 4,207.50                    |
| 5                           | LIS.993   | 26/09/2016 | A01100 Basic salary                                     | -330,300.00                    | -330,300.00                 |
|                             |           |            | A01102 Dependent child allowance                        | 12,000.00                      | 12,000.00                   |

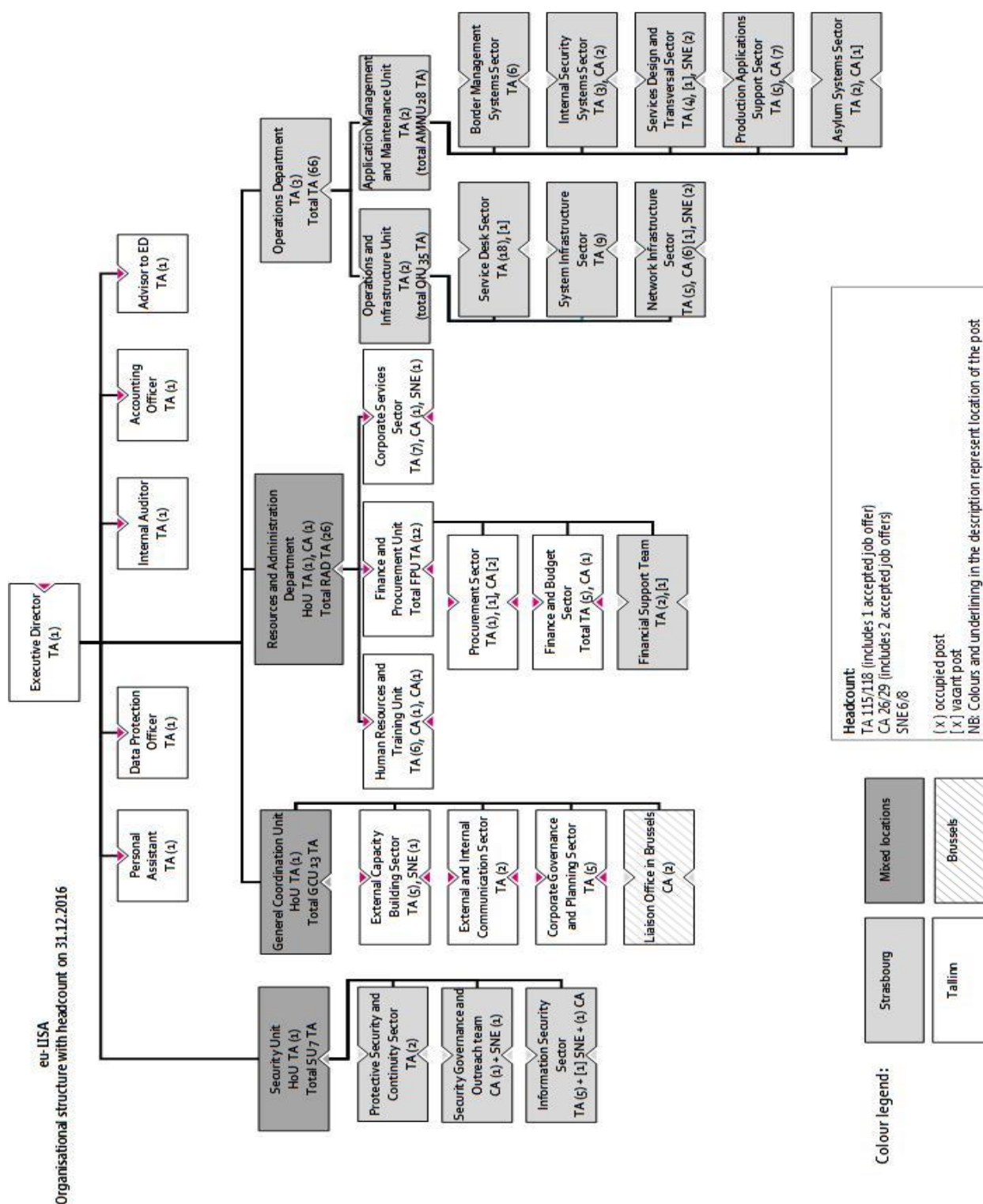
| Budgetary transfers in 2016 |   |            |  |   |  |             |            |
|-----------------------------|---|------------|--|---|--|-------------|------------|
| Budgetary transfer No       | Reference                                   | Date       | Budget line  | Commitment appropriation (EUR)                          | Payment appropriation (EUR)                        |             |            |
| 6                           | LIS.999                                     | 06/10/2016 | A01110 Basic salary  | 160,000.00  | 160,000.00   |             |            |
|                             |   |            | A01124 Daily allowance   | 30,000.00   | 30,000.00  |             |            |
|                             |   |            | A01301 Mission expenses  | 110,000.00  | 110,000.00   |             |            |
|                             |   |            | A01403 Social activities   | 18,300.00   | 18,300.00  |             |            |
|                             |   |            | A02010 Expenditure for premises FR                                 | -983,150.00   | -983,150.00  |             |            |
|                             |   |            | A02320 Legal expenses  | 13,150.00   | 13,150.00  |             |            |
|                             |   |            | B03100 SIS II MWO  | -155,000.00   | -155,000.00  |             |            |
|                             |   |            | B03600 External supplier services directly related to CORE Systems | 1,125,000.00  | 1,125,000.00                                       |             |            |
|                             |   |            | B03100 SIS II MWO  | 155,000.00  | 0.00   |             |            |
|                             |   |            | B03600 External supplier services directly related to CORE Systems | -155,000.00   | 0.00   |             |            |
|                             | LIS.1001                                    | 07/11/2016 | A01102 Dependent child allowance                                   | 15,000.00   | 15,000.00  |             |            |
|                             |   |            | A01110 Basic salary  | 50,000.00   | 50,000.00  |             |            |
|                             |   |            | A01124 Daily allowance   | 38,000.00   | 38,000.00  |             |            |
|                             |   |            | A01125 Monthly allowance   | 6,500.00  | 6,500.00   |             |            |
|                             |   |            | A01144 Other allowances  | 5,500.00  | 5,500.00   |             |            |
|                             |   |            | A01190 Weightings  | -120,000.00   | -120,000.00  |             |            |
|                             |   |            | A01401 Nursery allowance   | 5,000.00  | 5,000.00   |             |            |
|                             |   |            | B03100 SIS II MWO  | 1,000,000.00  | 0.00   |             |            |
|                             | LIS.1005                                    | 29/11/2016 | B03300 Eurodac MWO   | -1,000,000.00   | 0.00   |             |            |
|                             |   |            | A01102 Dependent child allowance                                   | 5,450.00  | 5,450.00   |             |            |
|                             |   |            | A01110 Basic salary  | 15,200.00   | 15,200.00  |             |            |
|                             |   |            | A01125 Monthly allowance   | 150.00  | 150.00   |             |            |
|                             |   |            | A01130 Insurance against sickness                                  | 1,600.00  | 1,600.00   |             |            |
|                             |   |            | A01131 Insurance against accidents occupational disease            | 250.00  | 250.00   |             |            |
|                             |   |            | A01132 Unemployment insurance                                      | 1,250.00  | 1,250.00   |             |            |
|                             |   |            | A01190 Weightings  | -39,900.00  | -39,900.00   |             |            |
|                             | 8   | LIS.1005   | 29/11/2016   | A01201 Other expenses                                   | 16,000.00  | 16,000.00   |            |
|                             |   |            |  | A02310 Bank and other financial charges                 | -50,000.00   | -50,000.00  |            |
|                             |   |            |  | A02330 Other running costs                              | 50,000.00  | 50,000.00   |            |
|                             |   |            |  | A01100 Basic salary                                     | -527,175.51  | -527,175.51 |            |
|                             |   |            |  | A01101 Household allowance                              | -1,327.38  | -1,327.38   |            |
|                             |   |            |  | A01102 Dependent child allowance                        | -3.22  | -3.22       |            |
|                             |   |            |  | A01103 Education allowance                              | -13,533.48   | -13,533.48  |            |
|                             |   |            |  | A01104 TA expatriation and foreign residence allowances | -8,366.52  | -8,366.52   |            |
|                             |   |            |  | A01105 TA overtime shifts and on-call duty              | -6,034.59  | -6,034.59   |            |
|                             |   |            |  | A01110 Basic salary                                     | -46.58   | -46.58      |            |
| LIS.1018                    |   | 20/12/2016 | A01124 Daily allowance   | -874.12   | -874.12  |             |            |
|                             |   |            | A01125 Monthly allowance   | -15.36  | -15.36   |             |            |
|                             |   |            | A01130 Insurance against sickness                                  | -13.98  | -13.98   |             |            |
|                             |   |            | A01131 Insurance against accidents occupational disease            | -47.11  | -47.11   |             |            |
|                             |   |            | A01132 Unemployment insurance                                      | -19.22  | -19.22   |             |            |
|                             |   |            | A01140 Birth and death allowances                                  | -1,206.76   | -1,206.76  |             |            |
|                             |   |            | A01141 Travel expenses for annual leave                            | -63,271.08  | -63,271.08   |             |            |
|                             |   |            | A01144 Other allowances  | -857.83   | -857.83  |             |            |
|                             |   |            | A01181 Travel expenses (taking up duties)                          | -1,832.83   | -1,832.83  |             |            |
|                             |   |            | A01182 Installation and reassignment allowance                     | -34,823.53  | -34,823.53   |             |            |
|                             |   |            | A01183 Removal expenses  | -20,317.06  | -20,317.06   |             |            |
|                             |   |            | A01184 Daily subsistence allowance                                 | -5,825.08   | -5,825.08  |             |            |
|                             |   |            | A01190 Weightings  | -302,523.42   | -302,523.42  |             |            |
|                             |   |            | A01200 Travel expenses   | -23,292.50  | -23,292.50   |             |            |
|                             |   |            | A01201 Other expenses  | -321.01   | -321.01  |             |            |
|                             |   |            | A01400 Annual medical checkup                                      | -6,000.00   | -6,000.00  |             |            |
|                             |   |            | A01401 Nursery allowance   | -5,000.00   | -5,000.00  |             |            |
|                             |   |            | A01403 Social activities   | -2,597.80   | -2,597.80  |             |            |
|                             |   |            | A01500 Training for staff  | -16,335.98  | -16,335.98   |             |            |
|                             |   |            | B03000 shared system infrastructure (CORE Systems)                 | 0.00  | 205,000.00   |             |            |
|                             |   |            | B03200 VIS-BMS MWO   | 1,700,342.84  | 1,041,661.95                                       |             |            |
|                             |   |            | B03300 Eurodac MWO   | -500,000.00   | 55,000.00  |             |            |
|                             |   |            | B03301 Eurodac other   | 0.00  | -260,000.00  |             |            |
|                             |   |            | B03600 External supplier services directly related to CORE Systems | -53,000.00  | 0.00   |             |            |
|                             |   |            | B03730 Other meetings and missions                                 | -100,000.00   | 0.00   |             |            |
|                             |   |            | B03800 Training directly related to operations                     | -5,680.89   | 0.00   |             |            |
|                             | 9   |            | LIS.1020   | 22/12/2016  | B03000 Shared system infrastructure (CORE Systems) | 0.00        | 10,000.00  |
|                             |   |            |  |   | B03100 SIS II MWO                                  | 0.00        | -10,000.00 |
| 9                           | Total number of budgetary transfers in 2016 |            |  |   |  |             |            |

\*Ro commitment and payment appropriations.

## Annex III. Organisational chart

In 2016, the total number of posts at eu-LISA consisted of 144 full-time staff members: 114 TAs, 24 CAs and six SNEs.

The organisational chart shows the situation on 31 December 2016, presenting the departments, units and sectors, as well as the individual posts subordinate to the Executive Director of eu-LISA, with the headcount.



## Annex IV. Establishment Plan

### The Establishment Plan 2016 of eu-LISA

The Establishment Plan 2016 consisted of 118 posts of TAs.

| Category and grade | Establishment plan authorised under the European Union budget 2016 |               |
|--------------------|--|---------------|
|                    | Number of officials  | Number of TAs |
| AD 16              | 0  | 0             |
| AD 15              | 0  | 0             |
| AD 14              | 0  | 1             |
| AD 13              | 0  | 2             |
| AD 12              | 0  | 3             |
| AD 11              | 0  | 3             |
| AD 10              | 0  | 5             |
| AD 9               | 0  | 9             |
| AD 8               | 0  | 12            |
| AD 7               | 0  | 13            |
| AD 6               | 0  | 14            |
| AD 5               | 0  | 12            |
| <b>Total AD</b>    | <b>0</b>   | <b>74</b>     |
| AST 11             | 0  | 0             |
| AST 10             | 0  | 0             |
| AST 9              | 0  | 1             |
| AST 8              | 0  | 1             |
| AST 7              | 0  | 2             |
| AST 6              | 0  | 6             |
| AST 5              | 0  | 12            |
| AST 4              | 0  | 12            |
| AST 3              | 0  | 10            |
| AST 2              | 0  | 0             |
| AST 1              | 0  | 0             |
| <b>Total AST</b>   | <b>0</b>   | <b>44</b>     |
| <b>Total</b>       | <b>0</b>   | <b>118</b>    |

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

The table below shows the levels at which the key functions listed by the European Commission are represented in eu-LISA. The job titles used in the Agency are listed in case of differences between the Commission's and the Agency's terminology. It should be noted that the entry grades that are higher than those mentioned in Article 53 of the CEOS is due to the recruitment organised during the start-up phase of the Agency, when higher grades were allocated in the Establishment Plan of eu-LISA.

| <b>Key functions</b> (examples — terminology should be adjusted to each agency's job titles)           | <b>Type of contract</b> (official, TA or CA) | <b>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</b> | <b>Indication whether The function is dedicated to administrative support or operations</b> [subject to definitions used in screening methodology] |
|--|--|--|--|
| Head of Department — level 2   | TA   | AD 12  | Administration/operations  |
| Head of Unit — level 3   | TA   | AD 10  | Administration/operations  |
| Head of Sector — level 4   | TA, CA                                       | AD 5, AD 7, AD 8, AD 9, AD 10, FG IV   | Administration/operations  |
| Senior Officer   | TA   | AD 9   | Administration/operations  |
| Officer  | TA, CA                                       | AD 7, AD 8, FG IV  | Administration/operations  |
| Junior Officer   | TA, CA                                       | AD 5, FG IV  | Administration/operations  |
| Senior Assistant   | N/A  | N/A  | Administration/operations  |
| Junior Assistant   | TA, CA                                       | AST 2, AST 3, FG III   | Administration/operations  |
| Head of Resources and Administration Department  | TA   | AD 12  | Administration   |
| Head of Human Resources and Training Unit  | TA   | AD 10  | Administration   |
| Head of Finance and Procurement Unit   | TA   | AD 10  | Neutral  |
| Head of IT   | N/A  | N/A  | N/A  |
| Secretary <sup>a</sup> /Assistant Assistant to the Head of Department or Assistant to the Head of Unit | TA, CA                                       | AST 3, FG III  | Administration/operations  |
| 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   |
| Personal Assistant to the Executive Director   | TA   | AST 5 <sup>b</sup>   | Administration   |

<sup>a</sup>The Establishment Plan of eu-LISA did not foresee 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 staff hired at grade AST 2 and AST 3 for the assistants in a particular field (HR, IT, etc.) or the administrative assistants. At the same time, when necessary, the external service providers (intra-muros) perform secretarial work.

<sup>b</sup>This entry grade was established upon creation of the Agency in 2012.

FG, Function Group.

### Benchmarking against the results from the previous year

The indicative table was provided by the European Commission. The final table is to be added based on the

recommendation of the working group on benchmarking methodology.

At the end of 2016, eu-LISA conducted its third benchmarking exercise, which was performed according to the methodology agreed by the Heads of Administration of the European Agencies.<sup>42</sup> Screening was applied to all eu-LISA posts, not only to the TA posts listed in the Establishment Plan. The results of this screen are presented in the tables below.

**Table 1. Results of the eu-LISA benchmarking exercise of 2016 — staff members**

| <i>Job type (sub) category</i>                 | <i>2015 (%)</i> | <i>2016 (%)</i> |
|--|-----------------|-----------------|
| <b>Administrative support and coordination</b> | <b>17.75</b>    | <b>15.91</b>    |
| <i>Administrative support</i>                  | 13.41           | 12.50           |
| <i>Coordination</i>                            | 4.34            | 3.41            |
| <b>Operational</b>                             | <b>69.93</b>    | <b>73.28</b>    |
| <i>General operational</i>                     | 49.43           | 60.74           |
| <i>Programme management</i>                    | 12.10           | 4.53            |
| <i>Top-level operational coordination</i>      | 8.4             | 8.01            |
| <i>Evaluation and Impact assessment</i>        | 0               | 0.00            |
| <b>Neutral</b>                                 | <b>12.32</b>    | <b>10.81</b>    |
| <i>Finance</i>                                 | 12.32           | 10.81           |
| <i>Control</i>                                 | n/a             | n/a             |

In 2015 and 2016, the Agency also screened posts occupied by external service providers (the intra-muros personnel) with the comparative results shown below.

**Table 2. Results of the eu-LISA benchmarking exercise of 2015 — external service providers (intra-muros)**

| <i>Job type ((sub) category</i>                | <i>2015 (%)</i> | <i>2016 (%)</i> |
|--|-----------------|-----------------|
| <b>Administrative support and coordination</b> | <b>51.22</b>    | <b>56.80</b>    |
| <i>Administrative support</i>                  | 41.46           | 54.00           |
| <i>Coordination</i>                            | 9.76            | 2.80            |
| <b>Operational</b>                             | <b>39.02</b>    | <b>39.20</b>    |
| <i>General operational</i>                     | 34.15           | 31.60           |
| <i>Programme management</i>                    | n/a             | 5.60            |
| <i>Top-level operational coordination</i>      | 4.88            | 2.00            |
| <i>Evaluation and impact assessment</i>        | n/a             | n/a             |
| <b>Neutral</b>                                 | <b>9.76</b>     | <b>4.00</b>     |
| <i>Finance</i>                                 | 9.76            | 4.00            |
| <i>Control</i>                                 | n/a             | n/a             |

<sup>42</sup> Methodology for Agencies Job Screening annexed to the Note from the Meeting of the Heads of Agency of 16-17 October 2014.

## **Annex V. Human and financial resources by activity**

eu-LISA has not yet implemented activity-based budgeting; therefore, the information for HR is not available. For financial resources, please refer to Annex II.

## Annex VI. Specific annex related to Part II

### External evaluation as per Article 31 of the Establishing Regulation

#### Independent external evaluation of the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA)

By the European Commission and Ernst & Young

Executive Summaries

March 2016

#### 1. Executive summary (EN)

The 2015 External Evaluation (the Evaluation) of the European Agency for the operational management of large scale IT systems in the area of freedom, security and justice (eu-LISA) falls in a period when the European area of security, freedom and justice faces an influx in migratory flows and an increase in the number of asylum applications. As EU Member States attempt to manage these migratory flows, in collaboration with the European Commission, the need to ensure the smooth functioning of the three large-scale IT systems supporting their work in the Home Affairs area (the second generation Schengen Information System (SIS II), the Visa Information System (VIS) and the Eurodac system) is high on the agenda.

The Evaluation has demonstrated that the Agency effectively fulfils its tasks. By being entrusted by the EU legislator with the management of the three systems, the Agency has been able to pool resources and ensure synergies and a more consistent approach. The Agency also contributes therefore to a more coordinated, effective and coherent IT environment. Nevertheless some ways of improvement were identified in order for the Agency to improve its operational management. Moreover, after three years of the establishment of the Agency, the evaluation team has identified the possible need for revision of or extension of the tasks entrusted to eu-LISA in the Establishing Regulation and other relevant legal instruments. This would enable the adaptation of the Agency's current mandate in order to ensure that it meets current challenges at EU level.

The Evaluation's **main conclusions** over the four analysis axis are the following

#### 1.1. Effectiveness

The aim of this criterion was to assess the extent to which eu-LISA achieved its objectives, as described in the intervention logic.

##### ***Q1.1. To what extent has eu-LISA been effective in ensuring the operational management, technical development, and security of large-scale IT systems in the JHA area entrusted to it, and their improvement?***

The Evaluation found that the Agency had, overall, achieved its objective of effectively ensuring the operational management of the three IT systems entrusted to it. The Evaluation found that the Agency successfully fulfilled the tasks stemming from the Agency's Establishing Regulation, the Service Level Agreements (SLAs) in place, correctly implemented the evolutions to the systems, and met the requirements stemming from security, data protection and industry best practices. The Agency also established the appropriate capacities and an organisational framework to cope with tasks related to the evolution of the systems under its responsibility (ITIL v3, Prince 2, ISO 2700x). The Evaluation also identified ways of improvement, among the most important:

- With regard to the implementation of ITILv3 best practices, while the Agency made commendable progress in this regard (e.g. establishment of appropriate project management tools for projects such as VIS Evolutions, Testa-NG),



work remains to be done. For instance, the Evaluation identified the need to strengthen the monitoring of implemented IT processes performance and to extend the scope of performance indicators, which are currently limited to business performance.

- The Evaluation noted a risk to business continuity linked to the absence of a unique and transversal Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) covering all three systems (e.g. personnel, facilities, resources, etc.), which was identified by the Agency and was being addressed through an ongoing project during the evaluation period.
- Concerning capacity management, the Evaluation identified the need (e.g. VIS Evolution Case Study) for the Agency to establish and formalise a review process allowing for a regular review of the systems' capacity needs with Member States, based on the statistics generated from the systems and a prospective exercise.
- Regarding IT security, the Evaluation identified the need to implement a cross-functional architecture management function, in charge of the validation of infrastructure choices, the application technology selection and the implementation at a transverse level and not by system. There is a need for a common strategy and roadmap for improving the integration of secured architecture principles into all three systems in order to reduce security related risks.
- Regarding data protection, the Evaluation identified the need to ensure that appropriate data protection clauses are included in the agreements entered into with external contractors. Moreover, the Evaluation identified the concerns existing regarding the production of data quality and data analysis reports. The extent to which the Agency can access the databases to produce these reports is currently unclear since the current legal framework does not provide for an explicit mandate, especially regarding the establishment of data analysis reports (i.e. the production of reports regarding the analysis of the data included in the systems by Member States). The Evaluation therefore identified the need to further clarify this issue in a future evolution/reform of the current legal framework.
- Concerning eu-LISA's obligations as regards production of documents and reports, the Agency should enforce the quality control of the documents/reports delivered.

***Q1.2a. To what extent has eu-LISA been effective in undertaking monitoring of research?***

The monitoring of research activities undertaken by the Agency were assessed as pertinent and necessary to the effective and efficient functioning of the Agency and development of the systems. No clear examples of impact could be identified due to the low level of maturity of this activity. The Agency identified the importance of monitoring of research and acknowledged in its 2015 Work Programme that greater effort should be made to feed the results of the activity in the operational management of the systems.

The Evaluation also found that efforts need to be made to ensure that synergies are created with other entities in this area, including the European Commission.

***Q1.2b. To what extent has eu-LISA been effective in providing training?***

Since its establishment, the Agency made commendable efforts to develop robust training activities in line with the needs of national authorities, both technical and practical. Elaboration of the training strategy is done annually via National Contact Points on training that consists of Member State representatives.

The evaluation found that further alignment with technical needs was necessary, particularly in terms of improving the technical content of the training. This could in part be due to passive participation of relevant stakeholders (e.g. Advisory Group and NCP members) in the elaboration of the training strategy, despite the Agency's efforts to keep them engaged.

***Q1.2c. To what extent has eu-LISA been effective in its tasks particular to Eurodac relating to transmission, collection and comparison of data, access to and correction or erasure of data?***

The Agency was effective in its tasks particular to Eurodac, with processes and procedures put in place since the Agency took up its operational tasks in December 2012 to control the effective transmission of data and to control the comparability of fingerprints sent by the Member States.

***Q1.3 To what extent has eu-LISA been capable to respond to the new tasks entrusted to it?***

The Agency demonstrated its capabilities in responding to new tasks entrusted to it. With regard to DubliNet and VISION, the Agency successfully ensured the effective integration and management of operational tasks. While the Agency was successful, no formal reporting currently exists regarding the impact on the Agency's resources for assuming these tasks, which should be assessed in the future.

Concerning the Smart Borders pilot project, the Agency was effective, in implementing the technical aspects relating to the Smart Borders pilot and assisting the Member States in the execution of tests. Issues arose with regard to financial management in relation to the issuance of grants to Member States under the pilot project. The Agency staff should be trained on financial management and EU grants management.

The Evaluation found that the Agency should be provided additional resources if it is entrusted with the development and operational management of the new Entry/Exit system or of any other large-scale IT system.

***Q1.4 To what extent has eu-LISA been successful in establishing partnerships and looking for synergies with other EU agencies and in building strong and trustful relations with its stakeholders when operating and maintaining the systems under its mandate?***

Since its establishment, the Agency developed cooperative and effective relationships with other JHA agencies. It has thus far signed three cooperation agreements or working arrangement documents formalising cooperation with other EU agencies (CEPOL, FRONTEX, EASO). This cooperation was considered as successful in the Evaluation with synergies assisting in the fulfilment of eu-LISA's tasks (i.e. cooperation with FRONTEX on the Smart Borders pilot project). Despite this cooperation, the Agency Establishing Regulation provides a limited mandate with regard to such cooperation. As a result, when developing cooperation with other JHA agencies within the framework of mandate, eu-LISA should make all necessary efforts to ensure a continuous level of priority and service to its core business.

***1.2. Efficiency***

The aim of this criterion was to assess the costs (financial, human resources, time, expertise) directly incurred by the Agency to achieve the results and the way they are allocated and managed.

***Q2.1. To what extent has eu-LISA been efficient in implementing the tasks set out in its mandate as laid down in the Agency's Establishing Regulation?***

Since its establishment, the Agency undertook significant work in aligning its functions, operations and internal processes with the management of an IT framework. eu-LISA notably introduced changes to the operational department in order to identify and introduce operational synergies. Due to the limitations faced by the Agency in resources, the Evaluation found that there is a need for a full review of the allocation of resources for core and non-core tasks, to be performed by the Agency, in order to ascertain whether the allocation is proportionate to the aims to be achieved and whether some reallocation could occur. The Evaluation also found (e.g. case study on Eurodac Recast) that there was a need to put appropriate controls in place to ensure that sufficient staff resources are available for project management based on project needs.

***Q2.1a. To what extent did external factors influence the efficiency of the Agency?***

While the Evaluation found that the Agency faced some issues resulting from external factors (recruitment in Tallinn, lack of synergies in procurement for systems due to the Agency being tied to existing contracts in place), it is expected that these problems would continue to be resolved over time, with procurement and contracting arrangements eventually falling into line with the Agency's approach (i.e. entering into contracts covering all three systems).

***Q2.1b. To what extent are the internal and external mechanisms for monitoring, reporting and evaluating eu-LISA adequate for ensuring accountability and appropriate assessment of the overall performance of eu-LISA?***

The evaluators identified a need for the Agency to improve the quality of its reporting in order to ensure transparency of the Agency's overall performance, with issues currently identified regarding the accountability and transparency of the Agency's activities in its reports (e.g. difficulties in identifying links between the work planned in the Work Programme and that actually undertaken in the Annual Activity Report).

***Q2.2. Were the annual budgets of the Agency implemented in an efficient way and in view on achieving results?***

With regard to the budget execution for recent years, the Evaluation found a low execution level of the yearly commitment appropriations related to Title 3 (operational expenditures). This points to a need for the Agency to reinforce planning capacities allowing the elaboration of a more detailed multi-annual planning (activities and related financial estimates) and a close follow up of the implementation process.

***Q2.3a. To what extent are eu-LISA's organisational solutions, HR and procedures adequate to carry out the work entrusted to it and to the actual workload?***

Due to the limitations that exist to internal flexibility, the evaluation underlined that anticipating evolutions in the Agency's workload and the addition of new tasks were crucial in order to allow sufficient time to adapt existing and deploy additional resources. Despite this, it can already be underlined that should eu-LISA be entrusted with the development of the new Entry Exit System (or of any other large-scale IT system), the current level of resources as well as the required profiles need to be adapted accordingly since eu-LISA was initially staffed for operating three systems but not for developing new ones.

***Q2.3b. Is the planning cycle of the Agency (Annual Work Programme and budget) in line with the objective of achieving efficient results?***

The Evaluation found that the process to prepare the Annual Work Programme is adequate though a lack of foresight exists due to the current lack of a multi-annual work programme. Some improvements should be made such as involving the stakeholders earlier in the process and strengthening its alignment with the budget and the multi-annual work programme. For that purpose, eu-LISA should swiftly adopt a detailed multi-annual work programme as foreseen in the Establishing Regulation in order to ensure effective planning for the Agency.

***Q2.3c. To what extent has eu-LISA succeeded in building up the in-house capacities for handling various tasks entrusted to it?***

Whilst the organisational set-up and internal processes are still evolving, the Evaluation found that these are properly structured and described. The Agency has been able to identify solutions in order to carry out the assigned tasks. This was particularly observed through the project Case Studies (e.g. Smart Borders pilot project, Common Shared Services Studies). Regarding the new tasks, the Agency has dealt with these new tasks efficiently through the internal reallocation of staff.

Regarding subcontracting, the Evaluation found that there is a need for a formal and transverse sourcing strategy as well as for internal staff to ensure close management of the work executed by external contractors.

***Q2.4. Do eu-LISA's processes and procedures successfully contribute to the efficiency of its operations?***

The Agency has undertaken commendable efforts to set up the appropriate policies, processes and procedures allowing it to govern, structure and organise its operations and deliver the required level of service. This was seen, for example, through the implementation of the project on Common Share Service Studies.

The Evaluation found a need for implementing a quality management system aiming at updating and reviewing all processes, policies and procedures on a regular basis. In the case studies undertaken for the Evaluation, the need was also identified regarding the need to ensure availability of documentation dealing with the management of exceptions and the organisational chart (VIS Evolutions).

***Q2.5. To what extent has eu-LISA's governance, organisational structure, locations as created by the Agency Establishing Regulation, been conducive to its efficiency and to achieving economies of scale?***

No major changes appear to be required to the current governance system. There remains room for improvement in the active participation of Advisory Group members in providing expertise to the Agency on the operational management of the three IT systems. The Management Board functions efficiently with no major changes required to current practice. Nevertheless, the current use of the written procedure in some instances may not ensure adequate consideration of issues. Moreover, the Evaluation found (i.e. Case Study on Common Shared Service Studies) that the Agency could potentially increase its level of communication on progress relating to projects. With regard to the multi-site locations, the Evaluation found that geographical dispersal of eu-LISA has an impact on the efficient implementation of eu-LISA's tasks and responsibilities by generating additional costs that would not have been incurred had the Agency been established on just two sites (technical and back-up). Whilst direct and indirect costs exist, these are considered as proportionate to the technical and political reasoning associated with the creation of multi-sites prior to the Agency's establishment and which continue to be relevant (as outlined in detail in Section 4.9.3).

### ***1.3. Coherence***

The aim of this criterion was to examine the extent to which eu-LISA cooperation activities are articulated in an effective way with those of stakeholders including Member States and associated countries, the European Commission, the other EU institutions and EU bodies to ensure complementarity and avoid duplication of efforts. The evaluation also assessed the alignment of strategies, the coherence of cooperation activities, the risks of overlaps, the procedures in place to ensure that eu-LISA's cooperation activities are coherent with the policies and activities of its stakeholders and the perception of stakeholders on the quality of the latter.

***Q3.1. To what extent is eu-LISA acting in cooperation with the European Commission and other EU bodies, to ensure complementarity and avoid duplication of efforts?***

The Agency Establishing Regulation and the Memorandum of Understanding between the Agency and the Commission provide a robust framework for effective cooperation which is considered to be satisfactory overall. The Commission provided adequate support to the Agency during its establishment until it took over its tasks on 1 December 2012 and in the transition period, until the Agency reached budgetary independence on 22 May 2013. The cooperation established with the other EU institutions is considered to be beneficial to ensure complementarity in the implementation of EU policy and strategy, provided the cooperation remains within its mandate. The relationships developed with the private sector through the organisation of industry-related events have created a useful platform for discussion on future needs and opportunities in relation to IT development. The following ways of improvements were identified:

- The coherence regarding the management of the communication infrastructure between the Agency and the Commission could be improved by transferring the Commission's tasks (implementation of the budget, acquisition and renewal and contractual matters) to the Agency. The Agency has the competence and capacities to cope with these tasks, which could lead to better efficiency as well.
- In addition, a risk of duplication was identified in relation to the Agency's mandate relating to the monitoring of research concerning the operational management of the systems which should be aligned with the Commission's research work in this area and coordinated with the Commission in accordance with Article 15 of the MoU. An example can be demonstrated in relation to the research monitoring activities concerning biometric identifiers. Whilst the Agency has developed a report in this regard in 2015 due to its links with the systems it manages, concrete research activities have already been developed in the areas of biometrics under the framework of Horizon 2020 and other research programmes.
- The Evaluation considers that the Agency could continue to develop external cooperation activities (with other EU agencies) provided that they comply with the mandate of the Agency and the core activities are not impacted in terms of quality of service, promptness in the response, reporting etc.

***Q3.2. To what extent is eu-LISA acting in cooperation with the Member States and associated countries to ensure complementarity and avoid duplication of efforts?***

The Evaluation found that the Agency has been successful, overall, in respecting the clear allocation of roles and responsibilities at EU and national level concerning its core business of managing large-scale IT systems. This stems from the clear division in the legal framework of the Agency, as provided in the Agency Establishing Regulation. Whilst no duplication of efforts was identified, further complementarity could exist in relation to the increased interaction of Advisory Group members as well as increased involvement of the Agency in analysing Member State statistics.

***Q3.3. To what extent are eu-LISA activities coherent with the strategy documents adopted in the policy field?***

The Evaluation found that activities of eu-LISA are generally well-aligned with the relevant JHA policy frameworks and strategies. The coherence of the Agency's activities was confirmed through its own strategy for 2014-2020. Due to the low level of maturity of this strategy, the Evaluation cannot judge its impact though the alignment with JHA policies is expected to continue as the strategy develops over the coming years. This should also be demonstrated by the alignment of eu-LISA strategy with the first multi-annual work programme which is not finalised.

***Q3.4. Are the procedures put in place effective to ensure that eu-LISA's cooperation activities are coherent with the policies and activities of its stakeholders?***

The Evaluation found that the Agency has developed a coherent cooperation strategy for engaging with different stakeholders in a structured way through the adoption of its Stakeholder Management Strategy. Despite this, no clear mechanisms were identified at Agency level to ensure the alignment of eu-LISA cooperation activities with the policies and activities of its stakeholders. Whilst the Agency has undertaken cooperation activities within the JHA area with EU institutions and other JHA agencies, greater efforts need to be made by the Agency to ensure the coherence between these activities and the mandate of the Agency including ensuring greater coordination with the Member States in the Management Board and with Commission in this regard.

***1.4. Relevance & added value***

The aim of this criterion was to examine the extent to which the creation of the Agency brought benefits in comparison with the previous operational arrangements in terms of efficiency and effectiveness.

***Q4.1. What have been the benefits of acting at Agency level from an operational and strategic perspective?***

The establishment of a single management authority to assume operational management of the three IT systems inherently creates a high level of added value, to the extent that the Agency effectively and efficiently carries out its tasks. The ultimate added value of eu-LISA is thus logically highly dependent on its ability to fulfil its core tasks in an efficient and effective manner. The key elements underlying eu-LISA's added value are the pooling of expertise, harnessing of synergies by bringing systems 'under one roof' and the creation of a more flexible operational framework.

***Q4.2. To what extent has eu-LISA been more effective in achieving its results compared to other past, existing or alternative national or EU level arrangements?***

By undertaking a comparison of the costs relating to Eurodac (i.e. the only system for which such a comparison could be carried out), pre- and post-establishment of the Agency, the Evaluation did not identify economy deriving from the creation of the Agency, with costs appearing to be higher. While the difference in costs can be explained in some instances by the tasks associated with the systems (i.e. training, Advisory Group meetings), an overall comparative assessment of the costs cannot be undertaken due to the differences in recording of costs (e.g. for Central Unit and Back-Up Central Unit, quality assurance, hardware and software). The comparison of operational costs identified the need for the Agency to ensure clear recording of costs per system in the future in order to be able to ascertain whether gains in efficiency have been achieved.

***Q4.3. To what extent has eu-LISA strengthened the involvement of Member States in the operational management and evolution of the systems entrusted under its mandate?***

Overall, the Evaluation noted positive feedback concerning the level of involvement and communication with national level stakeholders. The Agency's governance contributes to the quality of communication and involvement of national authorities, ensuring that a platform is provided to Member States to be involved in the Agency and to ensure that their needs are taken into account.

Whilst the Advisory Groups are a relevant and valuable forum for Member State involvement, the Evaluation found that the wealth of expertise within these groups could be better exploited in order to enhance the quality of dialogue with national authorities. This could occur through the establishment of guidelines for the Advisory Groups and the setting out of annual key objectives of the Advisory Groups.

## Annex VII. Specific annex related to Part III

### Identified risks

As an outcome of the 2015/2016 risk assessment efforts, the following table shows the ranking of the top six corporate risks for eu-LISA.

| Ranking | Title  |
|---------|--|
| Risk 1  | Lack of a corporate IT strategy  |
| Risk 2  | Lack of resources and tools for efficient and effective end-to-end system life cycle management                |
| Risk 3  | Mid- and short-term constraints affect the implementation of eu-LISA's Technology Strategy negatively          |
| Risk 4  | External staff augmentation lacks efficient integration and control as well as evolves into long-term solution |
| Risk 5  | Complexity and scale of core business system contracts affects effective budget implementation                 |
| Risk 6  | The dynamic and complex environment challenges the Agency in carrying out its mission                          |

### Internal Control Standards

| Number | Title                                 | Summary of major actions undertaken towards compliance in 2016  | Implementation status as of Y/E (Full/In Progress) | Summary of major actions carried forward/planned for 2017   |
|--------|---------------------------------------|---|--|---|
| 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     | Regular staff awareness sessions on following the elements of the ethical framework have been organised; efforts have been taken to update the ethical framework  | In progress  | Whistle-blower procedure to be fully implemented, staff to recognise formally the ethical framework and an Ethical Advisor to be appointed  |
| ICS 3  | Staff allocation and mobility         | Contributions of managers to align staff planning to eu-LISA's objectives and priorities have been given and an internal vacancy mechanism for recruitment is developed and applied to assure mobility opportunity with the Agency  | In progress  | The competency framework is to be further established, including information on job families skills according to at least job description and activities performed at eu-LISA   |
| ICS 4  | Staff evaluation and development      | The annual appraisal exercise 2016 has been finalised (including recording the training needs of staff)   | Full   | Annual appraisal exercise 2017 to be undertaken   |
| ICS 5  | Objectives and performance indicators | The eu-LISA Programming Document (formerly Annual Work Program) has been developed at the Agency in accordance with applicable guidance and on the basis of a dialogue between top managers, middle managers and staff, in order to ensure it is understood and owned. The Annual Activity Report has been provided, including all details as required by eu-LISA's stakeholders. | In progress  | Also in 2017, the Agency aims to provide the planning documents in accordance with the Establishing Regulation, best practices and stakeholders' needs in time, scope and quality. The corporate key performance indicators |

|        |                          |   |             |  |
|--------|--------------------------|---|-------------|--|
|        |                          | The Agency maintained the corporate key performance indicators in 2016; however, could not reach an agreement with the Management Board on their final design   |             | will be revised further in corporation with the Management Board to achieve their final design   |
| ICS 6  | Risk management process  | The corporate risk management framework was applied and the 2016 risk management exercise was concluded   | Full        | The 2017 corporate risk management exercise is to be carried out   |
| ICS 7  | Operational structure    | The operational structure of the Agency has been amended accordingly where required, e.g. by re-allocation of tasks among entities or by the introduction of sectors as entities below the units. A sourcing strategy has been completed followed by a corporate IT strategy. The Executive Director decision on the delegation of authority has been revised where necessary   | In progress | The sensitive function assessment will be completed as well as the sourcing and corporate IT strategy will be further implemented  |
| ICS 8  | Processes and procedures | The previous (separate) IT Service Catalogue and Corporate Service Catalogues have been merged. Business processes have been documented accordingly and maintained. The Data Protection Officer reviewed processes and procedures annually, according to the annual data protection charter/plan 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 | Full        | Next to continuous updates, if required, the Agency will perform a structured health check of the Service Catalogue. Wherever possible, the Agency will further support business processes by implementing automation and IT features  |
| ICS 9  | Management supervision   | Entities (departments, units, sectors) implemented the AWP in a structured way following a consistent process. A dedicated reporting process is in place to measure progress achieved. The exchange with the European Anti-fraud Office (OLAF) was established according to requirements set  | Full        | As per minimum requirements set, and, if required, the Executive Director will inform of any potentially significant issues related to internal control and audit, OLAF investigations as well as material budgetary and financial issues that might have an impact on his position in the Agency or on the sound management of appropriations or that could hamper the attainment of the objectives set |
| ICS 10 | Business continuity      | A BCP for the Agency has been implemented so that continuous reporting on business continuity matters at the management level is ensured. The annual revision process of business continuity plans for the large-scale IT has been performed and sufficiently documented. Annual  | Full        | Documentation on business continuity for the Agency is further revised and updated if necessary and applicable revision processes for the business continuity plans for the large-scale IT   |



|        |  |  |             |  |
|--------|--|--|-------------|--|
|        |  | training on appropriate behaviour in the event of invoking the business continuity plan was carried out  |             | systems will be carried out  |
| ICS 11 | Document management                    | Instruction and training for staff entering the Agency on document and filing management is provided; a filing plan and an archiving policy are in place   | In progress | The electronic document management system is to be implemented   |
| ICS 12 | Information and communication          | Internal and external communication strategies and action plans were updated if required; a satisfaction survey was carried out for this purpose. Copyright provisions are respected in all external communication efforts and are sufficiently documented. The internal communication strategy and annual action plan has been implemented. An IT security plan was created by the Security Sector and approved and maintained according to requirements. Meetings with staff were arranged on at least a quarterly basis by the Executive Director to announce relevant issues | Full        | Internal newsletters will be further maintained and developed according to staff needs. Generally, internal and external communication strategies and efforts will be amended according to business needs and applicable regulations. Meetings with staff will be maintained on quarterly basis by the Executive Director to announce relevant issues  |
| ICS 13 | Accounting and financial reporting     | The ICS Manual for the control of accounting data is in place  | Full        | The ICS Manual for the control of accounting data is updated if required   |
| ICS 14 | Evaluation of activities               | Agency Evaluation based on Art. 31 of the Establishing Regulation has been concluded   | Full        | An action plan based on the Article 31 evaluation will be implemented; in addition, the Agency will build up capacity to perform ex-ante evaluations on decided activities   |
| ICS 15 | Assessment of internal control systems | Awareness of the ICS framework, including mechanisms for reporting control weaknesses and handling exceptions/non-compliance events, has been given to staff. A self-assessment exercise has been performed; recommendations were given formally to the Authorising Officer to agree on further developments of the ICS framework  | Full        | Awareness presentations on the ICS framework, including mechanisms for reporting control weaknesses and the handling of exceptions/non-compliance events, will be provided. A self-assessment exercise will be carried out on the effectiveness of eu-LISA's internal control systems. Recommendations will be given formally to the authorising officer to agree on further implementation to the ICS framework |
| ICS 16 | Internal audit capability              | The Internal Audit Capacity was operating and coordinating its work with the Internal Audit Service. Annual audit work plan and annual internal  | Full        | The Internal Audit Capacity maintains to operate and coordinate its work with IAS. Annual  |

|  |  |                            |  |   |
|--|--|----------------------------|--|---|
|  |  | audit report were in place |  | 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 accordingly by its roadmap |
|--|--|----------------------------|--|---|

## Annex VIII. Draft financial accounts

| TABLE 1: BALANCE SHEET — EU- LISA   |   |                 |                 |
|---|---|-----------------|-----------------|
| BALANCE SHEET   |   | 2016            | 2015            |
| A.I. NON-CURRENT ASSETS   |   | 51,697,508.29   | 27,937,114.46   |
| A.I. NON-CURRENT ASSETS   | A.I.1. Intangible Assets                          | 36,033,467.00   | 22,384,246.14   |
|   | A.I.2. Property, Plant and Equipment              | 15,664,041.29   | 5,552,868.32    |
| A.II. CURRENT ASSETS  |   | 35,425,020.93   | 24,103,671.93   |
| A.II. CURRENT ASSETS  | A.II.2. Current Pre-Financing                     | 16,740,739.99   | 6,666,586.08    |
|   | A.II.3. Curr Exch Receiv & Non-Ex Recoverables    | 18,684,280.94   | 17,437,085.85   |
|   | A.II.6. Cash and Cash Equivalents                 | -               | -               |
| ASSETS  |   | 87,122,529.22   | 52,040,786.39   |
| P.II. CURRENT LIABILITIES   |   | (95,164,989.72) | (9,827,397.22)  |
| P.II. CURRENT LIABILITIES   | P.II.2. Current Provisions                        |                 | -               |
|   | P.II.4. Current Payables                          | (95,164,989.72) | (1,625,375.59)  |
|   | P.II.5. Current Accrued Charges & Deferred Income | -               | (8,202,021.63)  |
| LIABILITIES   |   | (95,164,989.72) | (9,827,397.22)  |
| NET ASSETS (ASSETS less LIABILITIES)  |   | (8,042,460.50)  | (42,213,389.17) |
| P.III.2. Accumulated Surplus/Deficit  |   | (42,213,389.17) | (17,778,898.41) |
| Non-allocated Central (Surplus)/Deficit*  |   | 50,255,849.67   | (24,434,490.76) |
| TOTAL   |   | 0               | 0               |
| <p><i>Explanatory Notes (facultative):</i></p> <p>The 2016 figures included in Tables 1 and 2 are provisional, since they are still under preparation. Year-end cut-off/deferral data is not yet accounted for, nor the balancing/operational subsidy clearance that is still appearing as part of P.II.4. Current Payables are not yet accounted for. Once the preliminary and the final accounts are prepared, they will still be subject to audit by the Court of Auditors. It is therefore possible that the amounts included in these tables may have to be adjusted following this audit.</p> |   |                 |                 |

| TABLE 2: STATEMENT OF FINANCIAL PERFORMANCE — EU-LISA   |                 |                 |
|---|-----------------|-----------------|
|   |                 |                 |
| STATEMENT OF FINANCIAL PERFORMANCE  | 2016            | 2015            |
| II.1 REVENUES   | 1,442,011.18    | 72,346,282.82   |
| II.1.1. NON-EXCHANGE REVENUES   | 1,377,327.00    | 72,328,080.41   |
| II.1.1.6. OTHER NON-EXCHANGE REVENUES   | 1,377,327.00    | 72,328,080.41   |
| II.1.2. EXCHANGE REVENUES   | 64,684.18       | 18,202.41       |
| II.1.2.2. OTHER EXCHANGE REVENUE  | 64,684.18       | 18,202.41       |
| II.2. EXPENSES  | (51,697,860.85) | (47,911,792.06) |
| II.2. EXPENSES  | (51,697,860.85) | (47,911,792.06) |
| II.2.10. OTHER EXPENSES   | (21,612,665.90) | (14,186,750.14) |
| II.2.3. EXP IMPL BY OTH EU AGENC BODIES (IM)  | (17,373,887.31) | (21,870,619.58) |
| II.2.6. STAFF COSTS   | (12,709,768.32) | (11,852,614.40) |
| II.2.8. FINANCE COSTS   | (1,539.32)      | (1,807.94)      |
| STATEMENT OF FINANCIAL PERFORMANCE  | (50,255,849.67) | 24,434,490.76   |
|   |                 |                 |
| <p><i>Explanatory Notes (facultative):</i></p> <p>The 2016 figures included in Tables 1 and 2 are provisional, since they are still under preparation. Year-end cut-off/deferral data is not yet accounted for, nor the balancing/operational subsidy clearance that is still appearing as part of P.II.4. Current Payables are not yet accounted for. Once the preliminary and the final accounts are prepared, they will still be subject to audit by the Court of Auditors. It is therefore possible that the amounts included in these tables may have to be adjusted following this audit.</p> |                 |                 |

| EU-LISA BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2016   |     |                      |                       |
|--|-----|----------------------|-----------------------|
| as of 18/01/2017   |     |                      |                       |
|  |     | 2016                 | 2015                  |
| <b>REVENUE</b>   |     |                      |                       |
| Balancing Commission subsidy   | +   | 94,083,000.00        | 67,262,000.00         |
| Contribution from associated countries   | +   | 2,291,582.00         | 643,800.27            |
| Smart borders  | +   | 21,722.89            | 3,325,000.00          |
| Miscellaneous revenue  | +   | 127,868.39           | 25,422.70             |
| <b>TOTAL REVENUE (a)</b>   |     | <b>96,524,173.28</b> | <b>71,256,222.97</b>  |
| <b>EXPENDITURE</b>   |     |                      |                       |
| <i>Title I: Staff</i>  |     |                      |                       |
| Payments   | -   | 13,783,629.98        | 12,702,845.23         |
| Appropriations carried over  | -   | 415,692.33           | 272,158.64            |
| <i>Title II: Administrative expenses</i>   |     |                      |                       |
| Payments   | -   | 2,920,317.57         | 9,215,650.98          |
| Appropriations carried over  | -   | 5,073,039.03         | 19,279,435.67         |
| <i>Title III: Operating expenditure</i>  |     |                      |                       |
| Payments   | -   | 57,822,830.64        | 37,456,451.55         |
| Appropriations carried over  | -   | 2,973,476.03         | 2,451,215.69          |
| <b>TOTAL EXPENDITURE (b)</b>   |     | <b>82,988,985.58</b> | <b>81,377,757.76</b>  |
| <b>OUTTURN FOR THE FINANCIAL YEAR (a-b)</b>  |     | <b>13,535,187.70</b> | <b>-10,121,534.79</b> |
| Cancellation of unused payment appropriations carried over from previous year  | +   | 474,015.04           | 10,690,033.94         |
| Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue  | +   | 2,460,299.06         |                       |
| Exchange differences for the year (gain +/-loss -)   | +/- | -206.05              | -819.92               |
| <b>BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR</b>   |     | <b>16,469,295.75</b> | <b>567,679.23</b>     |
| Balance year N-1   | +/- | -7,652,180.93        | -8,219,860.16         |
| Positive balance from year N-1 reimbursed in year N to the Commission  | -   |                      |                       |
| <b>Result used for determining amounts in general accounting</b>   |     | <b>8,817,114.82</b>  | <b>-7,652,180.93</b>  |
| European Commission subsidy: agency registers accrued revenue and Commission accrued expense   |     | 85,265,885.18        |                       |
| Pre-financing remaining open to be reimbursed by the Agency to the European Commission in year N+1   |     | 8,817,114.82         |                       |
| <p>Note: The data presented in the Budget Outturn Account above is still subject to confirmation by DG HOME. Once approved, the content of the cell labelled 'Commission subsidy — agency registers accrued revenue and the Commission accrued expense' will be added to the P&amp;L as revenue.</p> |     |                      |                       |

## Annex IX. Objectives and indicators

| # | REF     | 2016 Work Programme<br>Required annual output                           | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|---|---------|---|--|--|--|---|---|--|
| 1 | 2.2.1.1 | Operational management of Eurodac (corrective and adaptive maintenance) | Continued provision of 24/7 application management services, supervision of maintenance (Recast FWC) and MS user assistance  | Yes  | N/A  | 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 | Achieved  | N/A  |
| 2 | 2.2.1.1 | Eurodac contract management   | Eurodac contract management  | Yes  | N/A  | Min. of 2 steering committee meetings per annum; min. 8 meetings per year with contractor at application/programme level; 12 monthly activity reports reviewed and accepted per year  | Achieved  | N/A  |
| 3 | 2.2.1.2 | Evaluative maintenance of Eurodac                                       | Adaptations of the system after Recast   | Ongoing  | Rescheduled  | Adaptations delivered as per agreed/baselined plan  | On track  | Activities for the upgrade to 7 million records were re-scheduled following the decrease of Eurodac transactions. Scope was increased (additional tests). Project started and is ongoing |
| 4 | 2.2.1.2 | Study on migration to dedicated Eurodac network                         | Supporting the European Commission in an impact analysis study on how to setup an encrypted virtual network dedicated to Eurodac data to replace the existing EURODOMAIN and to enable secure web services (xml) transmission between CS and NS (Article 3(1)(b) of EU Reg 603/2013) | No   | Rescheduled, as it is dependent on a global study for a unified network decided to be implemented by eu-LISA in 2017 | Study delivered as per agreed/baseline plan   | Behind  | Study implementation rescheduled as part of a global study for a unified network to be implemented by eu-LISA in 2017  |
| 5 | 2.2.1.1 | Preparations of the Eurodac MWO   | Prepare the specifications and begin procurement for the new Eurodac MWO   | Ongoing  | N/A  | Procurement plan for Eurodac MWO and the first draft of the TTS   | On track  | Completion of final draft rescheduled for quarter 1 of 2017  |

| #  | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why                      | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|----|---------|--|--|--|--|---|---|--|
| 6  | 2.2.1.1 | SIS II corrective maintenance  | Basic corrective maintenance   | Yes  | N/A  | 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 SIS II SLA met as per defined targets in Annex 2 of the standard SLA                     | Achieved  | N/A  |
| 7  | 2.2.1.1 | SIS II adaptations (WL, Oracle 12c)  | Adaptive maintenance of Oracle 12  | No   | Postponed related to AFIS project, as agreed with all stakeholders; AWP 2016 was changed | SIS II adaptations delivered as per relevant plans and SLAs in force  | Postponed   | Re-prioritised due to the need to initiate implementation on SIS II AFIS in 2016 |
| 8  | 2.2.1.1 | Operational management of SIS II (corrective and adaptive maintenance)   | Continued provision of 24/7 application management services, supervision of maintenance and MS assistance  | Yes  | N/A  | 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 SIS II SLA met as per defined targets in Annex 2 of the Standard Service Level Agreement | Achieved  | N/A  |
| 9  | 2.2.1.1 | SIS II contract management   | Ensure contractor's compliance with contractual obligations stemming from the SIS II MWO contract; maintain SIS II in working order                                  | Yes  | N/A  | Minimum of two steering committee meetings per year at management level; minimum of eight meetings per year with the contractor at application/programme level; 12 monthly activities reports reviewed and accepted per year  | Achieved  | N/A  |
| 10 | 2.2.1.2 | SIS II functional evolutions as per agreed roadmap (new features or new DCC functionality)   | SIS II central system aligned to new/changed user demand   | Yes  | N/A  | On time and schedule and within scope delivery as agreed with MS  | Achieved  | N/A  |
| 11 | 2.2.1.2 | SIS II Active2Active study (to operate CU and BCU in active/active mode, to provide better system resiliency, business continuity and better data centre resource utilisation) | Basic study on active/active setup (subject to legal review to ensure compliance of study with applicable legal framework), providing the basic technical design and | Yes  | N/A  | Study delivered as per agreed/baseline plan   | Achieved  | N/A  |

| #  | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|----|---------|--|---|--|---|---|---|---|
|    |         |  | implementation roadmap for the envisaged change of operations   |  |   |   |   |   |
| 12 | 2.2.1.2 | Study and start the implementation of the SIS II capacity alignment as per the results of the study  | Basic evolution on capacity/performance; system aligned to increased capacity demand; provision of automated queries and other enhancements related to reporting; technical upgrades such as Oracle 12 upgrade and associated licences; MS support to join the SIS II community | Yes  | N/A   | Basic capacity evolution delivered as per agreed plans; support provided to new MSs to join SIS II community  | On track  | Implementation postponed to 2017 related to AFIS project, as agreed with all stakeholders; AWP 2016 changed |
| 13 | 2.2.1.2 | Implementation of biometric capabilities of SIS II in progress (to be finalised in 2017)   | SIS II fingerprint processing capability implementation   | Yes  | N/A   |   | Achieved  | N/A   |
| 14 | 2.2.1.3 | A study related to shared services is ongoing; based on the result of this study, some services (to be defined by the study) will be implemented in a shared way in 2016; once the shared services are available, one will have to connect SIS II to shared infrastructure; decommissioning of dedicated SIS II services | SIS II using shared infrastructure; old equipment decommissioned  | No   | Re-prioritised due to the need to initiate work on SIS II AFIS      | Study delivered as per agreed/baseline plan; dedicated SIS II services decommissioned   | Postponed   | Postponed related to AFIS project as agreed with all stakeholders. AWP 2016 changed                         |
| 15 | 2.2.1.5 | Interface SIS II with shared data backup facility; decommission dedicated SIS II data backup facility  | SIS II connected to shared data backup facility; old equipment decommissioned (should be started by the end of 2016, subject to assessment of compliance with relevant legal basis)   | No   | Re-prioritised due to the need to initiate work on SIS II AFIS      | Improved data backup duration, number of incidents and equipment decommissioned   | Postponed   | Postponed related to AFIS project as agreed with all stakeholders; AWP 2016 changed                         |
| 16 | 2.2.1.1 | Operational management of VIS (corrective maintenance)   | Continued provision of 24/7 application management services; supervision of maintenance and MS assistance   | Yes  | N/A   | 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/BMS SLA agreed met as per defined targets in | Achieved  | N/A   |



| #  | REF     | 2016 Work Programme<br>Required annual output          | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why                            | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|----|---------|--|---|--|--|---|---|--|
|    |         |  |   |  |  | Annex 2 of the standard Service Level Agreement   |   |  |
| 17 | 2.2.1.1 | Operational management of BMS (corrective maintenance) | Continued provision of 24/7 application management services; supervision of maintenance and MS assistance                   | Yes  | N/A  | 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/BMS SLA agreed met as per defined targets in Annex 2 of the Standard Service Level Agreement | Achieved  | N/A  |
| 18 | 2.2.1.1 | Operational management of VIS (adaptive maintenance)   | Continued provision of 24/7 application management services; supervision of maintenance and MS assistance                   | Yes  | N/A  | 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/BMS SLA agreed met as per defined targets in Annex 2 of the Standard Service Level Agreement | Achieved  | N/A  |
| 19 | 2.2.1.1 | Operational management of BMS (adaptive maintenance)   | Continued provision of 24/7 application management services; supervision of maintenance and MS assistance                   | Yes  | N/A  | 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/BMS SLA agreed met as per defined targets in Annex 2 of the Standard Service Level Agreement | Achieved  | N/A  |
| 20 | 2.2.1.1 | Takeover and handover between MWO contractors for VIS  | Successful handover between MWO contractors; new MWO contractor able to take over responsibilities from existing contractor | Ongoing  | Additional effort is required to enforce the strengthened contractual requirements in order to | New MWO contract prepared and signed as planned; handover from the old to the new contractor done. financial commitments done according to plan; scheduled evolution initiated as planned   | Behind  | Poor performance and quality output from the contractor; difficulties with the large amount of activities and follow-ups; these issues were addressed during the steering committees |

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|----|---------|--|---|--|--|---|---|---|
|    |         |  |   |  | properly setup<br>the working<br>methods and<br>processes  |   |   |   |
| 21 | 2.2.1.1 | Takeover and handover between<br>MWO contractors for BMS   | Successful handover between<br>MWO contractors; new MWO<br>contractor able to take over<br>responsibilities from the existing<br>contractor | Ongoing  | Additional<br>effort is<br>required to<br>enforce the<br>strengthened<br>contractual<br>requirements in<br>order to<br>properly setup<br>the working<br>methods and<br>processes | New MWO contract prepared and signed<br>as planned; handover from the old to the<br>new contractor done. financial<br>commitments done according to plan;<br>scheduled evolution initiated as planned     | Behind  | Poor performance and<br>quality output from the<br>contractor; difficulties<br>with the large amount of<br>activities and follow-ups;<br>these issues were<br>addressed during the<br>steering committees |
| 22 | 2.2.1.1 | Operational management of VIS<br>(corrective maintenance) under<br>the new MWO contract  | Continued provision of 24/7<br>application management services,<br>supervision of maintenance and MS<br>assistance                          | Yes  | N/A  | New MWO contract prepared and signed<br>as planned; handover from the old to the<br>new contractor done; financial<br>commitments done according to plan;<br>scheduled evolution initiated as planned     | Achieved  | N/A   |
| 23 | 2.2.1.1 | Operational management of<br>BMS (corrective maintenance)<br>under the new MWO contract  | Continued provision of 24/7<br>application management services,<br>supervision of maintenance and MS<br>assistance                          | Yes  | N/A  | New MWO contract prepared and signed<br>as planned; handover from the old to the<br>new contractor done; financial<br>commitments done according to plan;<br>scheduled evolution initiated as planned     | Achieved  | N/A   |
| 24 | 2.2.1.1 | Operational management of VIS<br>(adaptive maintenance) under<br>the new MWO contract  | Continued provision of 24/7<br>application management services,<br>supervision of maintenance and MS<br>assistance                          | Yes  | N/A  | New MWO contract prepared and signed<br>as planned; handover from the old to the<br>new contractor done; financial<br>commitments done according to the plan;<br>scheduled evolution initiated as planned | Achieved  | N/A   |
| 25 | 2.2.1.1 | Operational management of<br>BMS (adaptive maintenance)<br>under the new MWO contract  | Continued provision of 24/7<br>application management services,<br>supervision of maintenance and MS<br>assistance                          | Yes  | N/A  | New MWO contract prepared and signed<br>as planned; handover from the old to the<br>new contractor done; financial<br>commitments done according to plan;<br>scheduled evolution initiated as planned     | Achieved  | N/A   |
| 26 | 2.2.1.1 | Capacity increase of the VIS<br>aligned with the business needs<br>and the VIS rollout completion;<br>Visa Code Plus activities; | Evolutions of the VIS/BMS   | Ongoing  | Additional<br>efforts are<br>required to kick<br>off the activities  | Necessary studies are made available,<br>providing the impact assessment of the<br>foreseen evolutions from cost, time,<br>technical and quality perspectives in order                                    | Behind  | Following the<br>completion of the call for<br>tender for the new MWO<br>contract, there were   |

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|----|-----------|--|--|--|--|---|---|--|
|    |           | activities for the integration of Croatia into VIS and reinforcement of the VIS/BMS testing infrastructure   |  |  | following contractual, business and technical objectives   | to trigger the associated implementations in compliance with the legal and technical requirements   |   | clarifications required in relation with program and project resources that delayed the impact assessments; most of the work is already done, but the finalisation is still expected |
| 27 | New task  | Integration of Croatia in VIS  | To Grant Croatia access to VIS   | Yes  | N/A  | Integration achieved as planned   | Achieved  | N/A  |
| 28 | New task  | VIS Database increase 60 million   | Evolutions of the VIS/BMS  | Yes  | N/A  | Project implementation has been carried out as per agreed implementation plan and within scope and budget   | Achieved  | N/A  |
| 29 | New task  | Visa Code Plus changes   | Evolutions of the VIS/BMS  | Yes  | N/A  | Project implementation has been carried out as per agreed implementation plan and within scope and budget   | Achieved  | N/A  |
| 30 | 2.2.1.1.2 | VIS/BMS Active2Active study (operate CU and BCU in active/active mode, to provide better system resiliency, business continuity and better data centre resource utilisation) | Basic study on active/active setup (subject to legal review to ensure compliance of study with applicable legal framework), providing the basic technical design and implementation roadmap for envisaged change of operations | Ongoing  | Due to the wide range of requirements and the technical challenges required to cope with them, phase 1 lasted longer than planned; therefore, the date for delivery of the study was moved to January 2017 | Study delivered as per agreed/baseline plan   | Behind  | The preparation of the study is ongoing; the delay will not exceed one month   |
| 31 | 2.2.1.1.1 | VIS/BMS contract management  | VIS Contract Management; proper financial, budget and contractual management of the VIS and BMS MWO (ensuring contractual coverage for all planned activities,   | Ongoing  | Additional efforts are required to validate the service delivered  | Minimum of two steering committee meetings per year at management level; minimum eight meeting per year with the contractor at Application/Programme level; 12 Monthly activities reports | Achieved  | N/A  |

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|----|---------|---|---|--|--|---|---|--|
|    |         |   | payment of invoices in due time,<br>proper budget execution)  |  | following<br>contractual,<br>business and<br>technical<br>objectives | reviewed and accepted by the Agency per<br>year   |   |  |
| 32 | 2.2.1.3 | Develop application<br>administrator team portal to<br>gather information for second-<br>level support team, list of tasks,<br>contains documentation for team<br>organisation, documentation for<br>operational procedures | If solutions, like SharePoint is<br>available at that moment in time,<br>design of the team portal for further<br>implementation  | Yes  | N/A  | Team portal available and used (by end of<br>2016)  | Achieved  | N/A                                      |
| 33 | 2.2.1.1 | Agreed for implementation;<br>unplanned changes implemented<br>in accordance with the agreed<br>timeline and scope  | Implementation and management<br>of unplanned changes to the CBS  | Yes  | N/A  | Agreed for implementation; unplanned<br>changes have been implemented without<br>the need for a supplementary budget and<br>within the agreed time and scope  | Achieved  | N/A                                      |
| 34 | 2.2.1.2 | Implementation of a virtualised<br>test platforms for CSs (SIS II,<br>Eurodac, VIS, BMS), starting in<br>2016 and continuing in 2017  | Decommissioning of the physical<br>test environments and replacement<br>by a virtualised one by the end of<br>2016  | Ongoing  | N/A  | Project implementation has been as per<br>agreed implementation plan and within<br>scope and budget   | On track  | N/A                                      |
| 35 | 2.2.1.1 | Project management office<br>evolution: implementation of a<br>reporting tool for KPIs, SLAs and<br>statistics  | Automation of statistic generation<br>that currently involves too much<br>human intervention and resources;<br>the implementation of templates<br>populated by the different system<br>will allow automatic generation and<br>limit operational work to<br>communication of this reports<br>internally          | Ongoing  | N/A  | 15 % time saving in reporting efficiency<br>once tool is fully implemented  | On track  | N/A                                      |
| 36 | 2.2.1.1 | Project management office<br>evolution: development and<br>implementation of automated<br>project monitoring dashboard  | The project aims to increase PMO<br>capabilities to monitor the status of<br>all active internal and external<br>projects and to provide detailed and<br>timely information; integration,<br>consolidation and automation of<br>available project management<br>tools of the Agency into its intranet<br>portal | Ongoing  | N/A  | Number of programs/projects delivered<br>with a deviation of less than 10 % from<br>original schedule/budget; percentage of<br>time to market delivery equals elapsed<br>time from starting phase to project<br>delivery; percentage of projects in<br>portfolio delivered/the total number of<br>projects in portfolio; at least 90 % of<br>projects are compliant with the quality<br>management processes in place | On track  | N/A                                      |

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|----|----------|---|--|--|--|--|---|--|
| 37 | 2.2.1.4  | Implementation of Smart Borders systems (Entry-Exit systems; procurement, grants and development) | According to the COM legal proposal, Smart Borders implementation will start as soon as the legal framework will be approved; the current timeline is as follows: pilot results by the end of 2015, legal basis by the end of 2016, development and operational management between 2017 and 2020 | Ongoing  | Some legal requirements still require clarification or need to be complemented by the implementing act, which will be discussed just after the approval of EU regulation; Given also the ongoing decisions by co-legislators, some deliverables have been completed, while other technical specifications need to be reworked until mid-2017 | Smart Borders requirements analysis and appropriate package design   | Partially achieved  | N/A                                      |
| 38 | 2.2.1.7  | Operational statistics design, programming and documentation                                      | Operational statistics design, programming, documentation  | Yes  | N/A  | Improve quality and timeliness of statistics delivery for MSs and increase the level of automation   | Achieved  | N/A                                      |
| 39 | 2.2.1.7  | Eurodac reports and statistics in line with the Recast implementation                             | Timely production of reports as per relevant legal instruments in force  | Yes  | N/A  | Reports and statistics available with less than 10 % deviation from baseline plans   | Achieved  | N/A                                      |
| 40 | 2.2.2.1  | Change management and workshops (both internal and with MSs)                                      | Recurrent change management activities for all supported systems   | Yes  | N/A  | Change management activities completed per process; 5 % increase in the number of implemented changes implemented in 2016 compared with 2015 | Achieved  | N/A                                      |
| 41 | New task | Change management: coordination of the change   | Day-to-day change management activities for all supported systems to collect change requests; assess   | Yes  | N/A  | Number of CR discussed; number of webinars organised; number of workshops (F2F) organised  | Achieved  | N/A                                      |

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|----|-------------|--|---|--|---|---|---|--|
|    |             | management group via webinars<br>and F2F meetings  | the impacts of change requests;<br>agree on the ways to implement<br>change requests; define the plan<br>and coordinate activities for<br>implementing CR   |  |   |   |   |  |
| 42 | New<br>task | Change management: reporting   | Day-to-day change management<br>activities for all supported systems<br>to:<br>- report within eu-LISA the status of<br>CR; cooperate with application<br>managers and release managers for<br>CR implementation; publish on<br>CIRCA BC periodically a log with CR<br>status; report in Advisory Groups<br>the status of CR and CMG activities;<br>report in the SIS/VIS committee the<br>status of CR | Yes  | N/A   | Number of CR discussed; bi-weekly<br>report;<br>Change Management board meeting     | Achieved  | N/A                                      |
| 43 | New<br>task | Change management: support   | Day by day change management<br>activities to support eu-LISA<br>application managers in activities<br>related to the enhancement and<br>evolution of the platforms that<br>need to be discussed with MSs   | Yes  | N/A   | Organisation of workshops and meetings<br>to discuss specific items with MS experts | Achieved  | N/A                                      |
| 44 | 2.2.2.1     | Reporting, integrated planning,<br>operational and project risk<br>management  | Reports, plans and risk registers<br>contributing to the overall<br>management of the OD and the<br>Agency  | Yes  | N/A   | Reporting, integrated planning, risk lists<br>and mitigation plans available        | Achieved  | N/A                                      |
| 45 | 2.2.2.1     | Further achieve operational<br>excellence by enhancing<br>individual skills according to<br>identified needs and existing<br>gaps  | Training, certifications as agreed<br>per individual training roadmaps  | Yes  | N/A   | 90 % of training programmes<br>accomplished to plan                                 | Achieved  | N/A                                      |
| 46 | 2.2.2.1     | Data analysis, forecasts and<br>business support: this is an<br>ongoing task, creating and<br>providing statistics and reports<br>related to systems performance,<br>incident handling, capacity | Timely provision of data analysis,<br>forecasts and business support for<br>all applications as result of MS<br>requests or incidents   | Yes  | N/A   | Data analysis, forecasts, business support<br>provided to MSs                       | Ongoing   | N/A                                      |
| 47 | 2.2.3.1     | materials preparations and<br>representations in AGs,  | materials preparations and<br>representations in AGs, workshops   | Yes  | N/A   | Operational personnel to participate in<br>relevant AGs and workshops as required   | Achieved  | N/A                                      |

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|----|-------------|--|---|--|--|---|---|--|
|    |             | workshops with MSs,<br>conferences regarding Smart<br>Borders, VIS, SIS II and Eurodac<br>systems and projects         | with MSs: presentations, analysis,<br>statistics, reports and minutes   |  |  |   |   |  |
| 48 | New<br>task | Hotspot pilot project  | Participation to the inter-agency<br>pilot project  | Partially<br>achieved  | Completion of<br>first phase – the<br>proof of<br>concept;<br>continuation of<br>second phase<br>pending on<br>ongoing<br>discussion with<br>FRONTEX | Closure of the proof-of-concept phase<br>according to plan                            | Achieved  | N/A  |
| 49 | New<br>task | Support to the European<br>Commission and provision of<br>technical expertise for the Greek<br>National System upgrade | Working meetings, technical<br>assessment and technical report<br>drafting  | Yes  | N/A  | Submission of technical assessment<br>report according to plan                        | Achieved  | N/A  |
| 50 | New<br>task | Eurodac and Dublin reform  | Technical/impact assessment and<br>support to the European<br>Commission for the specification of<br>the requirements of Eurodac and<br>Dublin reform; participation in<br>working meeting and council<br>discussions | Yes  | N/A  | Submission of technical assessment<br>report according to plan                        | Achieved  | N/A  |
| 51 | New<br>task | DubliNet   | Operational management  | Yes  | N/A  | Operational Management according to<br>the MoU signed with the European<br>Commission | Achieved  | N/A  |
| 52 | 2.2.1.2     | Release management activities<br>and workshops   | Recurrent release management for<br>all supported systems   | Yes  | N/A  | Release plans available and disseminated<br>to all relevant stakeholders              | Achieved  | N/A  |
| 53 | 2.2.1.2     | Set up a development<br>environment as horizontal tool to<br>support all systems                                       | Set up a development environment<br>to allowing the development of the<br>Oracle database, Weblogic, HP-UX<br>and Linux   | No   | Activity<br>postponed for<br>eventual<br>integration into<br>the Common<br>Shared<br>Infrastructure  | Development environment available and<br>in use; documentation available              | Cancelled   | Activity postponed for<br>eventual integration into<br>the Common Shared<br>Infrastructure project at<br>a later stage; re-<br>assessment of the need<br>will be carried out |

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|----|---------|--|---|--|---|---|---|---|
|    |         |  |   |  | project at a later stage; re-assessment of the need will be done.               |   |   |   |
| 54 | 2.2.1.3 | Helpdesk support, daily reporting, level 1 support to MSs, daily statistics  | Ensure appropriate and timely level 1 support activities for Member States  | Ongoing  | N/A   | 95 % of MS interactions acknowledged in less than one minute; 95 % of critical incidents categorised in less than five minutes; 95 % of high-priority incidents categorised in less than 10 minutes; 95 % of moderate incidents categorised in less than 30 minutes | On track  | N/A   |
| 55 | 2.2.1.3 | Effective service management, incident and problem management  | Ensure service management activities in an effective and efficient way  | Ongoing  | N/A   | 100 % critical incidents resolved or workarounds available in less than eight hours; 95 % of high incidents resolved or workarounds available in less than 24 hours; 90 % of moderate incidents resolved or workarounds available within six days                   | On track  | N/A   |
| 56 | 2.2.1.3 | Maintain and monitor networks under eu-LISA management to ensure security and reliability of communications infrastructure   | Secured and reliable communication infrastructure; this is a continued outcome, not a specific outcome for 2016   | Ongoing  | N/A   | Full compliance with all relevant network SLAs in place   | On track  | N/A   |
| 57 | 2.2.1.3 | Contribute to effective contract management of all networks provided by third parties  | Efficient network-related contracts management; this is a continued activity  | Yes  | N/A   | Contractor's reports reviewed and results delivered to COM on time as agreed in the MoU   | Achieved  | N/A   |
| 58 | 2.2.1.5 | Implementation of a new shared data backup infrastructure that will replace all the individual backup infrastructures from existing systems (SIS II, VIS, BMS, Eurodac); this new infrastructure will be scalable in order to be able to integrate future systems as well; technical choices will be based on the result of the shared | Unique data backup facility in place and ready to be used by all systems by the end of 2016 at the latest in order to avoid any renewal of existing backup infrastructure due to obsolescence; [Should be finished by the end of 2016]. | Ongoing  | Ongoing due to the delay in obtaining security clearance for the vendor's staff | Improvements to footprint, BTU and electricity consumption delivered within stipulated timelines  | Behind  | Set-up and configuration of the backup infrastructure is planned to take place early in Q1 2017, so that other related activities are not impacted by the delay |



| #  | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|----|---------|---|--|--|--|--|---|--|
|    |         | services study (end of study: first<br>quarter 2015)  |  |  |  |  |   |  |
| 59 | 2.2.2.1 | eu-LISA networks adaptive<br>maintenance  | eu-LISA networks (CS common<br>infrastructure) improved and<br>continuously updated to cover eu-<br>LISA's needs   | Ongoing  | Implementatio<br>n has been<br>delayed due to<br>difficulties with<br>contractual<br>arrangements<br>for the first<br>phase<br>(necessary<br>racks were not<br>covered by the<br>same contract<br>as the rest of<br>the<br>infrastructure) | Network services delivered in full<br>compliance with relevant plans and SLAs<br>in force  | Behind  | The implementation of<br>BCU and CU production<br>is delayed due to the<br>difficulties with the<br>contractual<br>arrangement |
| 60 | 2.2.1.1 | Continuous availability and<br>compliance with agreed SLAs  | Operate, manage and maintain the<br>backup data centre and backup<br>operational site in St.<br>Johann/Pongau, AT  | Ongoing  | N/A  | Number of issues of eu-LISA's BCU<br>infrastructure that interrupt the services<br>of the CBS towards MSs: potential issues<br>of eu-LISA-s BCU infrastructure do not<br>interrupt the services of CBS towards MSs | On track  | N/A  |
| 61 | 2.2.2.1 | Integration of the ITSM<br>configuration management<br>database (CMDB with eu-LISA<br>asset management and<br>establishment of an unique<br>source of information for asset<br>management | With its integration into asset<br>management processes, the<br>Agency will ensure better<br>traceability of investments into<br>systems under its management;<br>this project is an important element<br>from the planning of the agency to<br>address some of the findings in the<br>audits performed by the European<br>Court of Auditors in 2014 | Yes  | N/A  | Integration between ITSM CMDB and<br>asset management delivered as per plan<br>with less than 10 % deviation from the<br>agreed schedule   | Postponed   | Activity has been<br>postponed due to<br>reprioritisation  |
| 62 | 2.2.1.3 | Testa-NG evolution projects,<br>phase 2 with activities related to<br>CERTES and network<br>optimisation (studies for the SIS<br>II, Eurodac and VIS/BMS)                                 | Project covers activities which are<br>not already covered by the<br>Commission: eu-LISA<br>EURODOMAIN connections (SC29)<br>(approximately EUR 127 000);<br>external consultancy (under the<br>external consultancy framework<br>contract), estimated at  | Yes  | N/A  | Results delivered as per plan.   | On track  | N/A  |

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|----|---------|---|--|--|---|---|---|--|
|    |         |   | EUR 200 000; necessary in-house cabling and data centre arrangements, estimated at EUR 25 000  |  |   |   |   |  |
| 63 | 2.2.1.2 | Continuous service improvements for all internal processes and further integration within the organisational processes                              | Alignment with the latest process developments and KPI calculations; improvements in the eu-LISA service model   | No   | Lack of resources and fix commitments   | Refined internal processes; improved eu-LISA Service model  | Behind  | Waiting for a managerial decision                                    |
| 64 | 2.2.2.1 | Ongoing preparation for ITSM certification (ISO 20000) in 2017  | Preparation activities — to be decided   | No   | Certification has been postponed for 2019/20 due to reprioritisation  | ISO 20000 certification preparation   | Behind  | Certification has been postponed for 2019/20 due to reprioritisation |
| 65 | 2.2.2.1 | Framework contract for Common Shared Infrastructure preparations, launch and finalisation of a call for tender for Common Shared Infrastructure MWO | Supply framework contract to source hardware, software, integration services, maintenance horizontal to the core systems' infrastructure, including security and corporate IT, as appropriate; prepare tender documentation and execute procurement  | Ongoing  | Tender evaluation procedure was completed on time; the offer was compliant and the bidder has been selected; the results of the evaluation have been published; the framework contract is pending for signature | Selected contractor/contract in place in time and within scope; procurement procedure finalised by the end of Q3 2016 at the latest | On track  | N/A  |
| 66 | 2.2.1.3 | Establishment of integrated monitoring across the systems managed by the Agency   | With implementation of integrated monitoring, one tool will be used for monitoring of all systems; all incidents will also be registered and processed in the same tool; In addition, incidents will be transferred to contractors for resolution automatically through the tool and the whole cycle of their resolution will be monitored and | Ongoing  | The process is at the feasibility study stage   | Integrated monitoring delivered as per plan; gain of 10 % time efficiency   | On track  | N/A  |

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|----|---------|---|--|--|---|--|---|--|
|    |         |   | recorded; this approach will increase the efficiency of Agency operations and provide the Agency with better means to interact and control contractors |  |   |  |   |  |
| 67 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal bases for systems under management | Production of SIS II annual statistics   | Yes  | N/A   | Production of statistics as per deadlines set in legal basis | Achieved  | N/A  |
| 68 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal bases for systems under management | Update list of authorities for SIS II  | Yes  | N/A   | Updated list of authorities for SIS II                       | Achieved  | N/A  |
| 69 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal bases for systems under management | Update list of authorities (asylum) for Eurodac  | Yes  | N/A   | Updated list of authorities for Eurodac                      | Achieved  | N/A  |
| 70 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal bases for systems under management | Drafting Eurodac annual report, including its technical functioning and security   | Ongoing  | Draft report sent to AG for consultation on 13 December 2016; written procedures for opinion and adoption of the report are foreseen in January/February 2017 | Report ready as per the legal requirement                    | Behind  | Due to the delay in the provision of the templates of statistics as previously reported (due to the Recast project), the report is being delayed |
| 71 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal bases for systems under management | Finalise VIS report on the technical functioning of the system and its security  | Yes  | N/A   | Report ready as per the legal requirement                    | Achieved  | N/A  |
| 72 | 2.2.1.7 | Fulfilment of all reporting obligations as outlined in the Establishing Regulation and legal                                    | Preparatory works for the SIS II report on technical functioning (due in Q2 2017)  | Yes  | N/A   | Report ready as per the legal requirement                    | On track  | N/A  |

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|----|---------|--|---|--|--|--|---|--|
|    |         | bases for systems under<br>management  |   |  |  |  |   |  |
| 73 | 2.2.1.8 | Continued provision of<br>appropriate training on the<br>technical use of SIS II, VIS and<br>Eurodac to participating national<br>authorities      | Revision of the training strategy<br>2013-2016 (NCP) in close<br>cooperation with the European<br>Commission, FRONTEX and CEPOL | Ongoing  | Discussions<br>with internal<br>and all relevant<br>external<br>stakeholders on<br>the content,<br>particularly the<br>training<br>methodologies<br>that are to be<br>applied and are<br>ongoing | Delivery and adoption of the new training<br>strategy document by the AG and MB by<br>the end of Q4 2016     | On track  | N/A  |
| 74 | 2.2.1.8 | Continued provision of the<br>appropriate technical training on<br>the use of SIS II, VIS and Eurodac<br>to participating national<br>authorities  | Establishment of the training plan<br>for 2017 (NCP)  | Ongoing  | N/A  | Delivery and adoption of the new training<br>plan by the AG by the end of Q4 2016                            | On track  | N/A  |
| 75 | 2.2.1.8 | Continued provision of the<br>appropriate technical training on<br>the use of SIS II, VIS and Eurodac<br>to participating national<br>authorities  | Update of the Agency's training<br>portfolio (NCP)  | Yes  | N/A  | Update of the training portfolio by the end<br>of Q4 2016  | Overachieved  | New training curricula<br>have been developed  |
| 76 | 2.2.1.8 | Continued provision of the<br>appropriate technical training on<br>the use of SIS II, VIS and Eurodac<br>to participating national<br>authorities. | Delivery of training activities as<br>foreseen by the training plan 2016  | Yes  | N/A  | All planned training activities delivered on<br>schedule   | Overachieved  | For 2016, 27 courses<br>were planned and eu-<br>LISA delivered 33; for<br>SIS II, 16 were planned<br>and 16 delivered; for<br>VIS, 5 were planned and<br>7 delivered: for Eurodac,<br>were planned and 6<br>delivered; 6 horizontal<br>courses were planned<br>and 4 delivered |
| 77 | 2.2.1.8 | Continued provision of the<br>appropriate technical training on<br>the use of SIS II, VIS and Eurodac<br>to participating national<br>authorities  | Effective administration of the eu-<br>LISA training platform   | Yes  | N/A  | Continuous availability of the training<br>platform (training materials and<br>functionalities) to the users | Achieved  | N/A  |

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|----|---------|---|--|--|---|---|---|--|
| 78 | 2.2.1.8 | Integrate requirement to provide training on the technical use of SIS II for Schengen evaluation experts into Agency training schedules     | In cooperation with the European Commission, FRONTEX and CEPOL, eu-LISA contributes in the delivery of training courses to Schengen evaluators   | Yes  | N/A   | Two training courses on the technical use of SIS II delivered to Schengen evaluators during the reporting period  | Achieved  | N/A  |
| 79 | 2.2.1.8 | Integrate requirement to provide training on the technical use of SIS II for Schengen evaluation experts into Agency training schedules     | Update of the training package for the eu-LISA Schengen evaluators team  | Yes  | N/A   | Update of the training package for eu-LISA Schengen evaluators team by the end of Q4 2016   | Achieved  | N/A  |
| 80 | 2.2.3.2 | Development of common training programmes and exchange of trainers with other agencies  | Development of training programmes for other JHA agencies and other stakeholders on the systems managed by eu-LISA   | Yes  | N/A   | Full establishment and delivery of three training programmes for stakeholders (EASO, FRONTEX and CEPOL)   | Achieved  | N/A  |
| 81 | 2.2.3.2 | Provide and develop new external training programmes (ICT Support), including providing of eu-LISA trainers                                 | Contribution of eu-LISA in delivery of training programmes and in the exchange of trainers between JHA agencies and other stakeholders   | Yes  | N/A   | Effective delivery of training programmes and exchange of trainers between JHA agencies and other stakeholders occurred   | Achieved  | N/A  |
| 82 | 2.2.1.4 | Coordinate the delivery of technology monitoring reports to support development of Registered Traveller Programme (RTP) and EES             | Liaise with respective vendors on matters relating to new technologies   | Ongoing  | N/A   | Regular meetings have been arranged with the contractor in which their assessment of new technologies and their decisions for choices made are discussed and justified                        | N/A   | N/A; due to delays in the political process, the project towards development of the EES has been delayed and hence no contractor is yet in place for development |
| 83 | 2.2.2.3 | Knowledge acquisition focusing on hardware and software (IT and biometrics) for incorporation into the EES and Registered Traveller systems | Continue to monitor open source literature, periodicals and other available sources to gather knowledge related to the Agency, as indicated in the R&D strategy 2014-2017 and the annual roadmap | Yes  | N/A   | eu-LISA subscribes to at least four relevant periodicals related to technological development for study; the periodicals are made available to the Agency using defined distribution channels | Achieved  | N/A  |
| 84 | 2.2.2.3 | Knowledge acquisition focusing on hardware and software (IT and biometrics) for incorporation into the EES and Registered Traveller systems | Initiate and develop relationships with research institutions and industry to further knowledge acquisition in areas identified in the long-term strategy and annual R&D roadmap documents       | Yes  | N/A   | At least one round table with industry is hosted in the year; eu-LISA also presents its research monitoring results to at least two conferences hosted by research institutions in the year   | Achieved  | N/A  |

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|----|---------|---|--|--|---|---|---|---|
| 85 | 2.2.2.3 | Improved internal R&D reporting with a focus on systems evolution; ensure that relevant findings are disseminated to internal decision-makers | Research and produce biannual written research reports that are disseminated to Agency management, the MB and AGs  | Ongoing  | N/A   | Detailed biannual reports produced to schedule, as per the R&D strategy at the end of July and January  | On track  | N/A   |
| 86 | 2.2.2.3 | Improved internal R&D reporting with a focus on systems evolution; ensure that relevant findings are disseminated to internal decision-makers | Interact with the Advisory Groups and Management Board to ensure that R&D work is framed within the needs of the Agency  | Yes  | N/A   | R&D output is presented to the AGs and MB at least once a year and an opportunity is given to members to provide feedback at the time and in writing subsequently | Achieved  | N/A   |
| 87 | 2.2.2.3 | Improved internal R&D reporting with a focus on systems evolution; ensure that relevant findings are disseminated to internal decision-makers | Collaborate with other agencies (EASO, FRONTEX and FRA) to produce joint reports and studies that relate to systems development and/or policy making related to IT systems | Yes  | N/A   | At least one joint output (e.g. a report, document or jointly organised conference) with at least one other agency in the year                                    | Achieved  | N/A   |
| 88 | 2.2.3.2 | Development and implementation of common action plans for execution of working arrangements with other agencies                               | Continuation of exchange of trainers with other JHA agencies   | Yes  | N/A   | Full establishment and delivery of action plans with other JHA agencies during the course of the reporting period   | Overachieved  | N/A   |
| 89 | 2.2.4.1 | Implement an effective stakeholder engagement strategy  | Identify and categorise Agency stakeholders and identify reporting obligations to them and other requirements  | N/A  | The position of the Policy Officer responsible and dedicated for this task was not filled in Q4 | Stakeholder satisfaction survey to return above average stakeholder satisfaction level (above 75 %)   | N/A   | The position of the Policy Officer responsible, dedicated for this task, was not filled in Q4 |
| 90 | 2.2.4.1 | Implement an effective stakeholder engagement strategy  | Implement effective and appropriate communication mechanisms with stakeholders   | N/A  | The position of the Policy Officer responsible and dedicated for this task was not filled in Q4 | Stakeholder satisfaction survey to return above average stakeholder satisfaction level (above 75 %)   | N/A   | The position of the Policy Officer responsible, dedicated for this task, was not filled in Q4 |
| 91 | 2.2.3.3 | Continue to promote the Agency and maintain its positive image  | Coordinating the production and distribution of corporate publications and general public  | Yes  | N/A   | Ensure that content production follows the approved editorial work flow and   | Achieved  | N/A   |

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|----|---------|---|--|--|--|---|---|--|
|    |         |   | information materials for print and<br>online delivery   |  |  | deadlines for print and online production<br>are met by the contractor  |   |  |
| 92 | 2.2.3.3 | Continue to promote the Agency<br>and maintain its positive image | Coordinating the implementation<br>through FWC of an integrated<br>communication campaign on eu-<br>LISA (IT system), and its impact on<br>EU policies and citizens' lives | No   | On 23 May<br>2016, the<br>Management<br>Committee<br>adopted the<br>decision to<br>postpone the<br>information<br>campaign due<br>to the ongoing<br>evaluation and<br>technical study<br>carried out by<br>European<br>Commission,<br>the new priority<br>responsibilities<br>for eu-LISA to<br>develop AFIS<br>and the revision<br>of the legal<br>basis for SIS II | Ensure that tasks are delivered on time<br>and within the defined scope   | N/A   | N/A                                      |
| 93 | 2.2.3.3 | Continue to promote the Agency<br>and maintain its positive image | Managing the production and<br>distribution of eu-LISA visibility<br>items   | Yes  | N/A  | Ensure effective oversight of the<br>production process and delivery of the<br>products on time and within the budget | Achieved  | N/A                                      |
| 94 | 2.2.3.3 | Continue to promote the Agency<br>and maintain its positive image | Coordinating eu-LISA participation<br>in third-party public visibility events  | Yes  | N/A  | Ensure relevant participation in three<br>appropriate events during the year  | Overachieved  | N/A                                      |
| 95 | 2.2.3.3 | Continue to strengthen the<br>Agency's internet presence          | Coordinating the implementation<br>of the social media strategy<br>(including measure volume and<br>define indicators to measure<br>effectiveness)                         | Yes  | N/A  | Social media strategy implemented   | Overachieved  | N/A                                      |
| 96 | 2.2.3.3 | Continue to strengthen the<br>Agency's internet presence          | Evaluating the consistency,<br>accuracy and accessibility of eu-<br>LISA www online content (website)  | Yes  | N/A  | Ensure that the evaluation report from<br>external consultant is delivered to<br>management by Q4                     | Achieved  | N/A                                      |
| 97 | 2.2.3.3 | Continue to strengthen the<br>Agency's internet presence          | Coordinating the maintenance of<br>the eu-LISA public website, online<br>content production and update   | Yes  | N/A  | Ensure that the website is regularly<br>updated and provides factual information                                      | Achieved  | N/A                                      |

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|-----|---------|--|---|--|---|--|---|--|
|     |         |  |   |  |   | and content production effectively follows the set editorial work flow   |   |  |
| 98  | 2.2.3.3 | Continue to promote the Agency and maintain its positive image   | Coordinating PR and media relations for VIP guests and official visits to eu-LISA   | Yes  | N/A   | Ensure that two high-level visits of EU- and national-level officials are carried out according to set and approved agendas  | Overachieved  | N/A                                      |
| 99  | 2.2.3.3 | Liaise with key partners and provide for effective two-way communication   | Coordinating the implementation of the FWC on integrated communication services   | Yes  | N/A   | Ensure that regular progress reports are presented by the contractor as per the agreed timetable   | Achieved  | N/A                                      |
| 100 | 2.2.3.3 | Liaise with key partners and provide for effective two-way communication   | Updating the External Communication Strategy  | Ongoing  | N/A   | Ensure that updated strategy is presented to management for approval by Q4   | On track  | N/A                                      |
| 101 | 2.2.3.3 | Liaise with key partners and provide for effective two-way communication   | Implementation of the Annual External Communication plan  | Yes  | N/A   | Ensure that invitations reach relevant and appropriate target groups and related services are delivered by contractors on time and within the budget                                     | Achieved  | N/A                                      |
| 102 | 2.2.3.3 | Liaise with key partners and provide for effective two-way communication   | Managing eu-LISA media and public relations   | Yes  | N/A   | Ensure timely responses to public and media enquiries according to standards set for EU institutions and ensure timely implementation of all planned activities as per agreed timetables | Achieved  | N/A                                      |
| 103 | 2.2.3.3 | Liaise with key partners and provide for effective two-way communication   | Coordinating awareness events to info-relays and partners in Brussels   | Yes  | N/A   | Ensure that invitations reach relevant and appropriate target groups and related services are delivered by contractors on time and within the budget                                     | Achieved  | N/A                                      |
| 104 | 2.2.4.6 | Promote the mission, vision and core values of the Agency and use them as drivers for the development of its corporate culture | Coordination and creation of internal publications (newsletter) and input to eu-LISA intranet (Q&As and fact sheets)  | Yes  | N/A   | Newsletter edition to be produced on a quarterly basis and relevant intranet content is updated monthly  | Achieved  | N/A                                      |
| 105 | 2.2.4.6 | Improve internal communication between the Agency's sites  | Execute a broad range of targeted communications strategies and tactics for all Agency sites, including blogs, webcasts, managing intranets, road shows, team briefings, presentations and a wide range of written communications | Yes  | N/A   | 90% of the scope of the internal communication 2016 action plan completed in line with the milestones set  | Achieved  | N/A                                      |
| 106 | 2.2.4.6 | Promote the mission, vision and core values of the Agency and use  | Organisation of internal events (team building)   | Yes  | N/A   | One annual event for all staff; two site-specific annual events  | Achieved  | N/A                                      |



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|-----|---------|--|---|--|---|---|---|--|
|     |         | them as drivers for the development of its corporate culture   |   |  |   |   |   |  |
| 107 | 2.2.3.1 | Maintain administrative and logistic support to the Management Board and all Advisory Groups   | Effective administrative support for the Management Board   | Yes  | N/A   | MB members' satisfaction levels as per planned 2016 survey relating to the activities of the Board Secretariat  | Achieved  | N/A                                      |
| 108 | 2.2.3.1 | Maintain administrative and logistic support to the Management Board and all Advisory Groups   | Effective administrative support for all Advisory Groups  | Yes  | N/A   | AG members' satisfaction levels as per planned 2016 survey relating to the activities of the Board Secretariat  | Achieved  | N/A                                      |
| 109 | 2.2.2.2 | The Corporate Governance Model, consisting of risk management, internal control management and quality management is developed and implemented | Corporate risk management activities are implemented according to the framework, including risk collection, risk assessment, training, risk management workshop, risk response plans and risk monitoring                                      | Yes  | N/A   | (1) Risk monitoring is performed in a structured way and outcomes of monitoring are periodically forwarded to senior management; (2) risk collection and risk assessment is performed annually; (3) training is provided to the staff concerned; (4) a risk management workshop is carried out in 3rd quarter; (5) risk response plans are drafted for discussion at the risk management workshop | Achieved  | N/A                                      |
| 110 | 2.2.2.2 | The Corporate Governance Model, consisting of risk management, internal control management and quality management is developed and implemented | Corporate quality management activities are implemented according to the framework, including establishment of quality objective and quality indicators of services, training, establishment and implementation of corporate quality measures | Ongoing  | N/A   | (1) A corporate quality objective is defined; (2) the setup of quality indicators of services is facilitated; (3) training is provided to the staff concerned; (4) the establishment and implementation of corporate quality measures by entities is facilitated and supported  | On track  | N/A                                      |
| 111 | 2.2.2.2 | The Corporate Governance Model, consisting of risk management, internal control management and quality management is developed and implemented | Internal control standards management is performed according to the framework, including annual compliance review, training, establishment and implementation of compliance measures and compliance monitoring                                | Yes  | N/A   | (1) An annual compliance review is performed with each entity in quarter 1; (2) training is provided to the staff concerned; (3) establishment of compliance measures by entities is facilitated and supported (quarter 1); (4) compliance monitoring is performed in a structured way; (5) outcomes of monitoring are periodically forwarded to Senior Management                                | Achieved  | N/A                                      |

| #   | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|-----|---------|--|---|--|---|--|---|---|
| 112 | 2.2.2.2 | The Corporate Governance Model, consisting of risk management, internal control management and quality management is developed and implemented | Corporate Governance Model is updated according to business needs   | Ongoing  | N/A   | The Corporate Governance Model is assessed on annual basis (quarter 4) for effectiveness and added value by a survey among Management Committee members and other staff (to be decided); outcomes will be discussed with Senior Management to update definitions and processes accordingly | On track  | N/A   |
| 113 | 2.2.2.2 | Regular production of corporate performance dashboard for MB and management team review  | Production of Agency's corporate performance dashboard for presentation to the MB   | Ongoing  | N/A   | Produce full dashboard at least twice a year for MB review   | Behind  | Due to ongoing discussions between stakeholders and eu-LISA, a full set of corporate KPIs have not been agreed on by the time of writing this report; as to further exchange, it is estimated corporate KPIs will be agreed on during quarter 1 of 2017   |
| 114 | 2.2.2.2 | Regular production of corporate performance dashboard for Management Board and management team review  | Continued internal production of all (or, possibly, identified) indicators (at agreed frequency) for internal management review | Ongoing  | N/A   | Produce summary dashboard every quarter for internal management team review  | Behind  | Due to ongoing discussions between stakeholders and eu-LISA, a full set of corporate KPIs has not been agreed on by the time of writing this report; as to further exchange, it is estimated corporate KPIs will be agreed on during quarter 1 of 2017; a summary dashboard focusing on financial information is provided to the management team on a monthly basis |
| 115 | 2.2.4.1 | Production, adoption and distribution of the Agency's multi-annual strategic reporting,  | Production, approval and adoption of Agency's Annual Work   | Yes  | N/A   | Document finalised and adopted as per agreed timetable in place  | Behind  | Final adoption of the SPD2017-2019 on 31 December 2016; the   |

| #   | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|---|--|--|--|---|---|--|
|     |         | Annual Work Programme and other reporting obligations   | Programme for 2017 or Single Programming Document  |  |  |   |   | adoption was delayed due to objections on behalf of the European Commission  |
| 116 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Production and publication of Agency's Annual Activity Report for 2015   | Yes  | N/A  | Document finalised, adopted and transmitted to the European Commission and the relevant budgetary authorities as per agreed timetable | Achieved  | N/A  |
| 117 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Production of Agency's implementation reports for the AWP 2016   | Yes  | N/A  | Production and delivery of implementation reports to the MB for review within 4 weeks of the end of the respective quarter            | Achieved  | N/A  |
| 118 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Production, approval and adoption of Agency's Annual Work Programme for 2018 or Single Programming Document                            | Ongoing  | N/A  | Commence AWP 2018 production as per agreed timetable; submit draft of AWP 2018 to MB for review by the end of Q4 2016                 | Achieved  | The draft version of SPD 2018 was presented to the Management Board for review in November.  |
| 119 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Annual Review of the Agency's strategy 2014-2020   | No   | The long-term strategy was not updated due to lack of sufficient human resources   | Complete review of strategy goals and objectives by the end of Q2 of 2016   | Behind  | The long-term strategy was not updated due to lack of sufficient human resources; the task has been re-planned for 2017 and included in the SPD 2017 |
| 120 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Annual Review of Multi-Annual Work Programme (this process may be incorporated into production of Single Programming Document in 2017) | Ongoing  | Following the instructions from the European Commission, the Multiannual Work Programme shall be imbedded in the Single Programming Document, and shall not be | Complete review of MAWP goals and objectives by the end of Q2 2016  | Behind  | The Planning Exercise for 2018-2020 was not finished at the time of writing this document  |

| #   | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|-----|---------|---|--|--|--|---|---|---|
|     |         |   |  |  | adopted as a separate one; therefore, the Multiannual Work Programme will be revised each year as a part of the Annual Planning Exercise |   |   |   |
| 121 | 2.2.4.1 | Production, adoption and distribution of Agency's multi-annual strategic reporting, Annual Work Programme and other reporting obligations | Preparation of the production of the Agency's Annual Report for 2016   | Yes  | N/A  | Ensure adherence to Agency's corporate reporting deadlines  | On track  | N/A   |
| 122 | 2.2.4.1 | Refine and strengthen Agency's strategic planning and embed strategic planning processes within annual Agency reporting cycle             | Develop and implement a clear and well-communicated timetable for all required staff input for the production and adoption of the Annual Activity Report, Annual Work Programme, MAWP and quarterly AWP implementation reports | Yes  | N/A  | Ensure that the reporting timetable with dates and required inputs of all Agency staff is circulated to all in Q1 of 2016 and recirculate updates during each quarter | Achieved  | N/A   |
| 123 | 2.2.4.1 | Refine and strengthen the Agency's strategic planning and embed strategic planning processes within annual Agency reporting cycle         | Develop and implement a regular annual review mechanism for eu-LISA's external multi-annual reporting processes (MAWP and the Agency's strategy)   | Ongoing  | Draft mechanism for the review and report of the long-term strategy and the MAWP have been designed                                      | Ensure annual review carried out in Q2 or Q3 2016   | Behind  | The process is in place; however, the annual review was not carried out due to the lack of insufficient human resources as well as the fact that the strategy will be reviewed in-depth in 2017 |
| 124 | 2.2.4.5 | Annual training plan for staff  | Organise training for skills development, financial management, EU governance, HR, organisational development, communication and strategic planning  | Yes  | N/A  | 90 % of staff attend at least one training activity provided by the Agency  | Achieved  | N/A   |

| #   | REF     | 2016 Work Programme<br>Required annual output            | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|--|---|--|--|---|---|--|
| 125 | 2.2.4.5 | Annual training plan for staff                           | Further develop e-learning products offered to staff (produced in house and procured from service providers)                    | Yes  | N/A  | Development and update of four e-learning modules; quarterly update of the catalogue                          | Achieved  | N/A  |
| 126 | 2.2.4.5 | Annual training plan for staff                           | Further develop a learning culture within the organisation (a catalogue of training opportunities is available on the intranet) | Yes  | N/A  | Learning catalogue of eu-LISA includes at least 20 courses on general skills and five in technical training   | Achieved  | N/A  |
| 127 | 2.2.4.5 | Annual training plan for staff                           | Organise technical training for the staff members in the Operational Department   | Yes  | N/A  | At least six courses under this category during the reporting period  | Achieved  | N/A  |
| 128 | 2.2.4.5 | Annual training plan for staff                           | Monitoring and intervention when needed in the Staff Skills Index of the Agency (by then the relevant KPI will be developed)    | No   | The Skills Index will be based on the competency framework, which was under development in 2016; Due to the long-term vacant post of Staff Development Officer in 2016 this activity has been de-prioritised | 80 % of staff meets the Staff Skills Index set annually for the job family                                    | Behind  | The skills index will be based on the competency framework, which was under development in 2016; Due to the long-term vacant post of Staff Development Officer in 2016 this activity has been de-prioritised |
| 129 | 2.2.4.5 | Annual training plan for staff                           | Induction programme for newcomers including all relevant organisational aspects   | Ongoing  | N/A  | 100 % of newcomers to attend the induction course   | Achieved  | N/A  |
| 130 | 2.2.4.5 | Annual training plan for staff                           | Provision of flexible in-house training in a third European language for staff (including staff working on shifts)              | Ongoing  | N/A  | Third language knowledge to B2 level is reached by every new Agency staff member within 3 years of start date | On track  | N/A  |
| 131 | 2.2.4.5 | Effective and efficient personnel administration service | Leave administration and work time management (verification of presence absence, flexi time, shift work, stand-by duty)         | Ongoing  | N/A  | All relevant leave/working hours records for all staff verified within 1 calendar month of submission to HR   | On track  | N/A  |

| #   | REF     | 2016 Work Programme<br>Required annual output               | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|---|--|--|---|---|---|--|
| 132 | 2.2.4.5 | Effective and efficient personnel<br>administration service | Personnel administration<br>(verification of entitlements and<br>social allowances, facilitation of<br>their receipt, transmission and<br>coordination of communication<br>between the employees and the<br>PMO) | Yes  | N/A   | For all personnel administration<br>processes, process lag to be no longer<br>than 2 calendar months  | Achieved  | N/A  |
| 133 | 2.2.4.5 | Effective and efficient personnel<br>administration service | Administration of employees'<br>welfare benefits allocated by the<br>Agency (nurseries, schools,<br>kindergartens for the employees'<br>children, medical examination)   | Yes  | N/A   | All individual staff records to be updated<br>by eu-LISA HR within 1 calendar month of<br>notification by staff member                      | Achieved  | N/A  |
| 134 | 2.2.4.5 | Effective and efficient personnel<br>administration service | Counselling for staff on benefits<br>and entitlements  | Yes  | N/A   | Staff satisfaction survey to indicate that<br>> 75 % of staff were happy with the<br>guidance offered by HR on benefits and<br>entitlements | Behind  | The staff satisfaction<br>survey was completed<br>with the results as<br>follows: 55.56 % of staff<br>members agree or<br>strongly agree; 26.85 %<br>were neutral; 17.59 %<br>disagree or strongly<br>disagree |
| 135 | 2.2.4.5 | Effective and efficient personnel<br>administration service | Cooperation with the Staff<br>Committee of eu-LISA   | Yes  | N/A   | HRTU representatives to attend all<br>relevant staff committee meetings   | Achieved  | N/A  |
| 136 | 2.2.4.5 | Effective and efficient personnel<br>administration service | Personal administration of<br>newcomers related to Smart<br>Borders Project recruitment (EES)  | N/A  | Due to delay in<br>legislation, no<br>contract for<br>employment<br>has been<br>signed. The<br>recruitment is<br>ongoing (see<br>line 154); since<br>no employment<br>related to the<br>EES took place<br>in 2016, the<br>activity was not<br>performed | Administration of newcomers files to be<br>completed within 1 month of entry into<br>duty   | N/A   | The activity, its outcome<br>and its milestones<br>concern the<br>employment of new<br>staff; since no<br>employment related to<br>the EES took place in<br>2016, the activity was<br>not performed            |

| #   | REF     | 2016 Work Programme<br>Required annual output                                 | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|-----|---------|---|---|--|---|---|---|---|
| 137 | 2.2.4.5 | Effective HR policy, case<br>administration and Human<br>Resources management | Preparation, negotiation,<br>introduction and implementation<br>of the Implementing Rules (IRs) at<br>eu-LISA                           | Ongoing  | The Annual<br>Activity Report<br>is due by the<br>end of January<br>2017  | Adopted Implementing Rules  | On track  | N/A   |
| 138 | 2.2.4.5 | Effective HR policy, case<br>administration and Human<br>Resources management | Preparation of the internal<br>guidance documents for the staff<br>and organisation of the awareness<br>sessions on the relevant issues | Yes  | N/A   | KPI — at least four sessions throughout<br>the year on two topics   | Overachieved  | N/A   |
| 139 | 2.2.4.5 | Effective HR policy, case<br>administration and Human<br>Resources management | Improving effectiveness and<br>efficiency with the HR IT tools<br>introduction  | No   | The Personal<br>Files project,<br>serving as a<br>preparation for<br>Allegro data<br>entry, was<br>planned to last<br>for 6 months;<br>this was<br>reduced in<br>scope due to<br>the delay in<br>starting the<br>project<br>(recruitment of<br>service provider<br>took longer<br>than planned)<br>and a larger,<br>than expected,<br>number of<br>documents to<br>be processed; in<br>addition,<br>changes and<br>relocation of<br>tasks in the<br>HRTU due to<br>the vacant<br>posts or absent<br>staff, as well as | Relevant HR reports to be included in the<br>2016 Annual Work Programme quarterly<br>implementation reports | On track  | Regular meetings took<br>place on the progress of<br>work on e-recruitment<br>between the CSS and<br>HRTU representatives |

| #   | REF     | 2016 Work Programme<br>Required annual output                           | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why |
|-----|---------|---|---|--|---|---|---|--|
|     |         |   |   |  | a decision on joining the SYSPER project, resulted in Allegro being given a lower priority in 2016  |   |   |  |
| 140 | 2.2.4.5 | Effective HR policy, case administration and Human Resources management | Implementation and modification of HR Strategy and the Staff Retention Policy of the Agency   | Ongoing  | The roadmap for the implementation of HR Strategy was approved by the Management Committee on 7 November 2016; therefore, the implementation report will be prepared in 2017; the Annual Activity Report, due by the end of January 2017, will include points implemented in 2016 | HR strategy and Staff Retention Policy up to date and reflecting the evolving reality of the Agency's mandate and work            | On track  | N/A                                      |
| 141 | 2.2.4.5 | Effective HR policy, case administration and Human Resources management | Preparation Multiannual Staff Policy (MSPP)   | Yes  | N/A   | MSPP delivered to management and the Management Board as per agreed timelines   | On track  | N/A                                      |
| 142 | 2.2.4.5 | Effective HR policy, case administration and Human Resources management | Contribution to the organisational development, preparation of strategic documents, reporting, oversight of the budget of the Agency in the field of HR | Yes  | N/A   | HRTU submission to relevant strategic documents (AWP, MAWP, Annual Activity report, etc.) to be delivered within agreed deadlines | On track  | N/A                                      |



| #   | REF     | 2016 Work Programme<br>Required annual output         | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|---|--|--|---|--|---|--|
| 143 | 2.2.4.5 | Implement transparent and fair staff appraisal system | Launch and monitoring the annual appraisal exercise reflected in the Career Passport of eu-LISA                | Yes (partial)  | The career passport project has been put on hold while identifying integrated solutions for career planning   | 100 % compliance with deadlines set in the Implementing Rules                  | On track  | The Implementing Rules do not set a deadline for launching the appraisal exercise; however, a delay was experienced in respecting the internally set deadlines |
| 144 | 2.2.4.5 | Implement transparent and fair staff appraisal system | Appraisal completion report reflected in the Career Passport of eu-LISA  | Yes  | N/A   | 100 % compliance with deadlines set in the Implementing Rules                  | On track  | The Implementing Rules do not set a deadline for launching the appraisal exercise; however, a delay was experienced in respecting the internally set deadlines |
| 145 | 2.2.4.5 | Implement transparent and fair staff appraisal system | Launch and monitoring of the reclassification (promotion) exercise reflected in the Career Passport of eu-LISA | Yes (partial)  | The reclassification exercise launched at earliest opportunity after closure of appraisal (delayed), provided SMART reports to inform decision makers | 100 % compliance with deadlines set in the Implementing Rules                  | On track  | The Implementing Rules do not set a deadline for launching the appraisal exercise; however, a delay was experienced in respecting the internally set deadlines |
| 146 | 2.2.4.5 | Implement transparent and fair staff appraisal system | Reclassification completion report reflected in the Career Passport of eu-LISA                                 | Ongoing  | Reclassification is not yet closed  | 100 % compliance with deadlines set in the Implementing Rules                  | On track  | N/A  |
| 147 | 2.2.4.5 | Implement transparent and fair staff appraisal system | Awareness sessions and training on career development for staff and managers                                   | Yes (partial)  | Absence of Staff Development Officer during first 7 months of 2016 led to reprioritisation  | 90 % of staff members to attend at least one career awareness session per year | Behind  | Although several sessions on appraisal for managers and presentation of topics related to staff development during an Hour with HR were                        |

| #   | REF     | 2016 Work Programme<br>Required annual output            | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why  | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|--|--|--|--|---|---|--|
|     |         |  |  |  | of the<br>respective tasks<br>and activities   |   |   | organised during the<br>year, the participation<br>was below 90 % of all<br>staff  |
| 148 | 2.2.4.5 | Implement transparent and fair<br>staff appraisal system | Guidelines to staff and<br>management on relevant<br>Implementing Rules and EC<br>decisions (and best practices from<br>other EC agencies) on staff<br>appraisal and development | No   | The departure<br>of the Staff<br>Development<br>Officer on 1<br>February 2016<br>and a transfer of<br>the Head of<br>Unit post on 22<br>March 2016<br>resulted in the<br>urgent<br>reprioritisation<br>of the tasks in<br>the Unit; this<br>activity has<br>been<br>postponed until<br>2017 following<br>replacement in<br>September<br>2016 | Relevant guidelines to be issued by 1 June<br>2016                            | Behind  | The departure of the<br>Staff Development<br>Officer on 1 February<br>2016 and a transfer of<br>the Head of Unit post on<br>22 March 2016 resulted<br>in the urgent<br>reprioritisation of the<br>tasks in the unit; this<br>activity has been<br>postponed until 2017<br>following replacement in<br>September 2016 |
| 149 | 2.2.4.5 | Implement transparent and fair<br>staff appraisal system | Internal control of relevant entries<br>in Allegro (e-HR tool)   | No   | In October<br>2016, the<br>Agency signed<br>an SLA with the<br>DG HR on<br>joining<br>SYSPER;<br>following this<br>decision, it was<br>decided to limit<br>development of<br>Allegro;<br>customisation<br>of the appraisal<br>module has   | 98 % of relevant HR data in the Allegro<br>database is correct and up to date | Behind  | Customisation of the<br>appraisal module has<br>been abandoned in<br>Allegro; therefore, no<br>data for the appraisal<br>process has been<br>entered into the system   |

| #   | REF     | 2016 Work Programme<br>Required annual output    | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|-----|---------|--|---|--|---|---|---|---|
|     |         |  |   |  | been<br>abandoned in<br>Allegro                                     |   |   |   |
| 150 | 2.2.4.5 | Maintain the stability of payroll<br>service     | Payroll, staff counselling on<br>financial aspects of salaries and<br>allowances, corrective actions with<br>PMO if required                                      | Ongoing  | N/A   | 100 % salary payment on time for all staff  | On track  | N/A   |
| 151 | 2.2.4.5 | Maintain the stability of payroll<br>service     | Internal control of regularity of the<br>payment process  | Yes  | N/A   | Exceptions less than 5 % of total monthly<br>payroll  | Achieved  | N/A   |
| 152 | 2.2.4.5 | Recruitment and retention to<br>meet targets set | Launching and organising selection<br>and recruitment processes to meet<br>the organisational requirements of<br>eu-LISA compliant with the<br>Implementing Rules | Yes  | N/A   | All posts to be filled in no more than 5<br>months from the time of vacancy's<br>publication  | Behind  | Partially delivered; most<br>posts were filled with in<br>about 7.5 months: (1) in<br>quite many cases, the<br>start date was delayed<br>because of candidate (s)<br>unavailability; (2) Due to<br>the fact that there was<br>no more possibility to<br>publish eu-LISA open<br>posts on the EPSO<br>website, quite often it<br>was necessary to<br>prolong the deadline due<br>to low level of response;<br>(3) a reasonable time<br>within which to fill a post<br>would be 7-9 months<br>and this should rather be<br>calculated from the date<br>on which the post is<br>advertised to the date<br>the post is filled |
| 153 | 2.2.4.5 | Recruitment and retention to<br>meet targets set | Participation in the selection<br>process and work of Selection<br>Committees (DV, BS)  | Yes  | N/A   | Reports on status of recruitment, minutes<br>of selection committee meetings,<br>statistical reports on selections included in<br>the Multiannual Staff Policy Plan | On track  | N/A   |
| 154 | 2.2.4.5 | Recruitment and retention to<br>meet targets set | Recruitment of additional staff for<br>the Smart Borders Programme<br>(approximately 29 additional posts)   | Ongoing  | See line 136  | Number of recruited staff according to<br>plan  | On track  | A reserve list is to be<br>established by the end of<br>Q1 2017; the final<br>number of EES project   |

| #   | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|---|--|--|---|--|---|--|
|     |         |   |  |  |   |  |   | staff is 14 TAs; vacancy notices for 11 of these posts were published by the end of 2016   |
| 155 | 2.2.4.6 | Promote the mission, vision and core values of the Agency and use them as drivers for the development of its corporate culture  | Organisation of internal events (team building)  | Yes  | N/A   | One annual event for all staff, two site specific annual events                  | Achieved  | N/A  |
| 156 | 2.2.4.3 | Cooperate with, support and advise the Estonian authorities in charge of the permanent HQ project, relying as appropriate on external technical expertise where appropriate | Continued cooperation with, support and advise the Estonian authorities in charge of the permanent HQ project, relying as appropriate on external technical expertise where appropriate. | Ongoing  | N/A   | Progress on permanent HQ project continues as per project plan                   | Behind  | This project is behind only as regards to the start of construction; the tendering process lasted longer, than expected and construction is now foreseen in Q1 2017  |
| 157 | 2.2.4.5 | The Agency is to continue to implement and to implement and develop effective information and information and document management systems                                   | Implementation of the Agency's 2016 Document Retention Plan  | Ongoing  | N/A   | Electronic document management system in place by the end of 2016                | Behind  | The pilot from Secretariat General has not yet started and our filing plan internal deadline had to be extended to allow contributions from all units; the pilot initiation with completed filing plan is now foreseen Q1 2017 |
| 158 | 2.2.4.2 | Financial and budgetary management responsibilities are further distributed within the Agency until full ownership by implementing units is achieved                        | Drafting of a manual of financial procedure  | Yes  | N/A   | Complete manual to be drafted by the end of the reporting period                 | Achieved  | N/A  |
| 159 | 2.2.4.2 | Financial and budgetary management responsibilities are further distributed within the Agency until full ownership by implementing units is achieved                        | Phase III of the Smart Budget programme: delegation of Authorising Officer duties to implementing units up to designated thresholds  | Yes  | N/A   | More than 75 % of HoUs to receive delegations                                    | Achieved  | N/A  |
| 160 | 2.2.4.2 | Financial and budgetary management responsibilities are   | Phase III of the Smart Budget programme: end-to-end  | Yes  | N/A   | Operational initiation and verification using only routing slips is discontinued | Achieved  | N/A  |

| #   | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why |
|-----|---------|---|--|--|---|---|---|--|
|     |         | further distributed within the Agency until full ownership by implementing units is achieved  | commitments and payments flows processing in ABAC  |  |   |   |   |  |
| 161 | 2.2.4.2 | Financial and budgetary management responsibilities further distributed within Agency until full ownership by units is achieved                             | Phase III of the Smart Budget programme: direct support in terms of advice and early warning is provided to organisational units implementing specific budget lines  | Ongoing  | N/A   | Budget implementation rate (all appropriations) improved over previous financial year | N/A   | N/A                                      |
| 162 | 2.2.4.4 | Large contracts supporting the maintenance and development of the systems and of shared infrastructures are aligned with best practices and lessons learned | Clinics and seminars on MWOs: continuation of the community of practice approach to cross-sector analysis and continuous improvement of IT-related contracts; collection of best practices and lessons learned in a catalogue                              | Yes  | N/A   | Two community of practice clinics/seminars organised during the reporting period      | Achieved  | N/A                                      |
| 163 | 2.2.4.4 | Large contracts supporting the maintenance and development of the systems and of shared infrastructures are aligned with best practices and lessons learned | Any new tender procedure is designed and verified to comply with the best practices and lessons learned, including catalogues from communities of practice   | Yes  | N/A   | All applicable best practices and lessons learned are applied to new tenders          | Achieved  | N/A                                      |
| 164 | 2.2.4.4 | Large contracts supporting the maintenance and development of the systems and of shared infrastructures are aligned with best practices and lessons learned | Transition of the VIS/BMS MWO framework contract activities include creation and management of contractual arrangements to ensure a smooth transition, in legal and financial terms (e.g. licensing, hardware, management handover, due diligence process) | Yes  | N/A   | Transition process carried out without disruption in the financial and legal area     | Achieved  | N/A                                      |
| 165 | 2.2.1.5 | Protect Agency personnel, property and information by creating a safe, secure and assured working environment   | Operate and manage protective security measures for the Agency   | Yes  | N/A   | Quarterly security management reports delivered to ED                                 | Achieved  | N/A                                      |

| #   | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|--|---|--|---|--|---|--|
| 166 | 2.2.1.5 | Protect Agency personnel, property and information by creating a safe, secure and assured working environment  | Continue to provide services to ensure that protective security measures are adequately implemented (e.g. through support to new construction projects)                               | Yes  | N/A   | Quarterly security management reports delivered to ED  | Achieved  | N/A  |
| 167 | 2.2.1.5 | Protect Agency personnel, property and information by creating a safe, secure and assured working environment  | Continue to provide training and exercises to staff in evacuation, fire protection and first aid  | Yes  | N/A   | All emergency response team members provided appropriate fire and safety training by Q4; site evacuation exercises conducted in Tallinn and Strasbourg by Q4 | Achieved  | N/A  |
| 168 | 2.2.1.5 | Continue to manage and improve information security in order to provide assurance that Agency core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users | Provide information security services through the tasks of the local security officers carrying out security operations, monitoring, testing, incident management and project support | Yes  | N/A   | Quarterly security management reports delivered to ED  | Achieved  | N/A  |
| 169 | 2.2.1.5 | Continue to manage and improve information security in order to provide assurance that Agency core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users | Implement an Agency Public Key Infrastructure on the Core Business Systems  | Ongoing  | This activity has dependencies from the existence of the test environments which were not timely available; agreement has been reached with the test team to fully integrate security into the test process, starting in January 2017 | Agency PKI implementation completed by Q4  | Behind  | Implementation of PKI is postponed to 2017 due to dependencies from the availability of the test environment |
| 170 | 2.2.1.5 | Continue to manage and improve information security in order to provide assurance that Agency  | Implement a SIEM on the Agency's corporate infrastructure   | Ongoing  | Higher priority was given to the core business  | SIEM implementation on corporate infrastructure completed by Q4  | Behind  | Higher priority was given to the core business systems, planning the   |

| #   | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why   | Performance Indicator (PI)                                       | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why  |
|-----|---------|--|---|--|---|--|---|---|
|     |         | core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users   |   |  | systems, planning the SIEM implementation in the Common Shared Services as part of the contract in 2017   |  |   | SIEM implementation in the Common Shared Services as part of the contract in 2017   |
| 171 | 2.2.1.5 | Continue to manage and improve information security in order to provide assurance that Agency core business systems will effectively protect the information they handle and will function as they need to, when they need to, under the control of legitimate users | Coordinate and manage external security assessments of Agency systems, website and applications                               | Yes  | N/A   | Quarterly security management reports delivered to ED            | Achieved  | N/A   |
| 172 | 2.2.1.5 | Manage security risks effectively by developing a balanced comprehensive, holistic and systematic framework for security governance and management   | Continue to maintain, monitor the effectiveness of and improve the Integrated Security Management System (ISMS) of the Agency | Yes  | N/A   | Quarterly security management reports delivered to ED            | Achieved  | N/A   |
| 173 | 2.2.1.5 | Manage security risks effectively by developing a balanced comprehensive, holistic and systematic framework for security governance and management   | Develop a detailed security architecture design   | Ongoing  | The roadmap for the security architecture implementation is postponed to Q2 2017 due to requested quality improvements to the external contractor | Detailed Security Architecture Design Document completed by Q4   | Behind  | The roadmap for the security architecture implementation is postponed to Q2 2017 due to requested quality improvements to the external contractor |
| 174 | 2.2.1.5 | Manage security risks effectively by developing a balanced comprehensive, holistic and systematic framework for  | Perform an audit of the Information Security Management System  | Yes  | N/A   | ISMS Internal audit report delivered to Executive Director by Q3 | Achieved  | N/A   |

| #   | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why                | Performance Indicator (PI)   | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|--|---|--|--|--|---|--|
|     |         | security governance and management   |   |  |  |  |   |  |
| 175 | 2.2.1.5 | Manage security risks effectively by developing a balanced comprehensive, holistic and systematic framework for security governance and management | Accredit the End-User Workstation Network (EUWS) according to the Agency System Accreditation Process   | Ongoing  | This activity has dependencies from the existence of the EUWS test environment     | Security accreditation of the EUWS granted by Q4   | Behind  | This activity has dependencies from the existence of the EUWS test environment     |
| 176 | 2.2.1.5 | Manage the BCMS to achieve appropriate resilience of core business processes and systems to disaster   | Continue to maintain, monitor effectiveness of and improve the Business Continuity Management System (BCMS) of the Agency   | Yes  | N/A  | Quarterly security management reports delivered to ED  | Achieved  | N/A  |
| 177 | 2.2.1.5 | Manage the BCMS to achieve appropriate resilience of core business processes and systems to disaster   | Proposal for a Member State Community Code of Practice for business continuity management   | Ongoing  | This activity is under discussion at SON level (as agreed in the last SON meeting) | Proposal for MS Community Code of Practice for BCM delivered to MB by Q4                           | Behind  | This activity is under discussion at SON level (as agreed in the last SON meeting) |
| 178 | 2.2.1.5 | Manage the BCMS to achieve appropriate resilience of core business processes and systems to disaster   | Gap assessment and design architecture for the implementation of the eu-LISA Critical Security Controls Baseline  | Yes  | N/A  | Critical controls baseline current state assessment delivered to the Agency Security Officer by Q3 | Achieved  | N/A  |
| 179 | 2.2.1.5 | Manage the BCMS to achieve appropriate resilience of core business processes and systems to disaster   | Plan and execute exercises to test the effectiveness of recovery strategies making use of displacement of staff and utilisation of remote working and management capabilities   | Yes  | N/A  | Business Continuity Site Exercise conducted by Q3  | Achieved  | The exercise was announced and designed by Q3 and carried out in Q4                |
| 180 | 2.2.1.5 | Provide strategic security outreach to stakeholders  | Continue to provide strategic security outreach as the Secretariat of the Security Officer Network  | Yes  | N/A  | At least two SON meetings organised in 2016  | Achieved  | N/A  |
| 181 | 2.2.1.5 | Implementation of business continuity management strategy through the Business Continuity Management System in accordance with ISO 22301           | Implementation of business continuity management strategy through the business continuity management system (in accordance with ISO 22301) in CU and BCU; audit and evaluation consultancy costs are foreseen in 2016 | Yes  | N/A  | BCP implemented in the systems as per agreed/baseline plan   | Achieved  | N/A  |



| #   | REF     | 2016 Work Programme<br>Required annual output   | Specific work programme<br>objectives for 2016   | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)                              | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|---|--|--|---|---|---|--|
| 182 | 2.2.4.7 | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | Draft and submit the Internal Audit Plan for approval by the Executive Director and Management Board   | Yes  | N/A   | Internal Audit Plan adopted by the end of February 2016 | Overachieved  | The Audit Plan 2016 was approved in November 2015; the Audit Plan 2017 was approved in November 2016; seven topics were planned initially and two additional audits were included during the year; the audit plan implementation rate is 128 % |
| 183 | 2.2.4.7 | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | Plan, execute and communicate each audit engagement (outsourced or in-house) according to the standard operating procedure; see breakdown below from IA3 to IA11 | Yes  | See breakdown below from IA3 to IA11                                | Quality assurance report discloses no major findings    | Achieved  | See breakdown below from IA3 to IA11   |
| 184 | IA3     | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | PKF Littlejohn Audit on the reliability of the 2015 provisional accounts   | Yes  | N/A   | Quality assurance report discloses no major findings    | Achieved  | N/A  |
| 185 | IA4     | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | ECA audit of 2015 accounts   | Yes  | N/A   | Quality assurance report discloses no major findings    | Achieved  | N/A  |
| 186 | IA5     | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | IAS audit of IT Operations delivered   | Yes  | N/A   | Quality assurance report discloses no major findings    | Achieved  | N/A  |
| 187 | IA6     | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | IAS audit of HR  | Yes  | N/A   | Quality assurance report discloses no major findings    | Achieved  | N/A  |
| 188 | IA7     | At least 80 % of audit engagements are carried out as approved in the Internal Audit Plan | IAC audit of IT project management   | Ongoing  | N/A   | Quality assurance report discloses no major findings    | Behind  | The auditee needed more time to comment and validate the draft report; Consequently, IAC will deliver the final report in January 2017;  |

| #   | REF     | 2016 Work Programme<br>Required annual output  | Specific work programme<br>objectives for 2016  | Specific<br>annual<br>objective<br>achieved?<br>(Yes/no/on<br>going) | If not achieved<br>or ongoing,<br>brief<br>explanation as<br>to why | Performance Indicator (PI)  | PI annual<br>target<br>achieved? (On<br>track/achieved<br>/overachieved/<br>behind) | If behind, brief<br>mitigation as to why   |
|-----|---------|--|---|--|---|---|---|--|
|     |         |  |   |  |   |   |   | the action plan should be<br>agreed by 15 February<br>2017   |
| 189 | IA8     | At least 80 % of audit<br>engagements are carried out as<br>approved in the Internal Audit<br>Plan | IAS and IAC follow-up of audit<br>recommendations   | Ongoing  | N/A   | Quality assurance report discloses no<br>major findings   | On track  | N/A  |
| 190 | IA9     | At least 80 % of audit<br>engagements are carried out as<br>approved in the Internal Audit<br>Plan | ECA interim audit of legality and<br>regularity of the 2016 accounts                            | Ongoing  | N/A   | Quality assurance report discloses no<br>major findings   | On track  | N/A  |
| 191 | IA10    | New audit upon an ad hoc request<br>of the Executive Director                                      | Audit of the design of internal<br>control system for the Smart<br>Borders Delegation Agreement | Yes  | N/A   | Quality assurance report discloses no<br>major findings   | Achieved  | N/A  |
| 192 | IA11    | New audit upon an ad hoc request<br>of the Executive Director                                      | Review of the Reconstruction<br>Project in Strasbourg   | Ongoing  | N/A   | Quality assurance report discloses no<br>major findings   | Behind  | Absence of a project<br>plan and a project<br>progress report. If<br>provided and agreed<br>with IAC, an action plan<br>would fix the situation. |
| 193 | 2.2.4.7 | At least 80 % of audit<br>engagements are carried out as<br>approved in the Internal Audit<br>Plan | Interim report on the<br>implementation of Internal Audit<br>Plan                               | Yes  | N/A   | An implementation report is<br>communicated quarterly/twice a year to<br>the Executive Director and the<br>Management Board | Achieved  | N/A  |

Note: BCMS, Business Continuity Management System; CBS, Core Business Systems; CMDB, configuration management database; CMG, Change Management Group; ED, Executive Director; EPSO, European Personnel Selection Office; EUWS, End User Work Station; HoU, Head of Unit; ISMS, Integrated Security Management System; MB, Management Board; MS, Member State; MSPP, Multi-annual Staff Policy Plan; PMO, Project Management Office; R&D, research and development; SIEM, Security Information and Event Management; TTS, Technical Tender Specifications.