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

PUBLIC

eu-LISA STRATEGY

2021-2027

eu-LISA

Contents

1. Introduction

Foreword by the Executive Director

For the first time in its history, the European Union has an agency responsible for managing and promoting information and communications technology (ICT) as a key success factor for the implementation of the Union's policies in the area of justice, security and freedom. Today, the EU is facing the challenges of fostering security in both physical and digital environments for all those living and traveling in the Union as a means to upholding fundamental rights and promoting confidence in the European economies and societies. Digital transformation can act as an enabler of enhanced internal security of the Union, in particular through sophisticated, flexible, integrated IT systems and solutions for law enforcement cooperation, and integrated border management at the EU level.

In this context, eu-LISA, the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice, is called upon to increase the added value of the ICT to the citizens of the EU, contributing to the success of the Union's policies in the area of justice and home affairs.

Entering the stage of organisational maturity, eu-LISA has a unique opportunity to further grow and develop its operations following industry standards and best practices, in order to better fulfil its mandate of supporting through technology the Member States (MS) in their efforts for a safer and freer Europe. At the same time, the Agency needs a long-term strategy that presents a clear pathway towards achieving its objectives, continuously increases the added value of its services to stakeholders, and aligns the capabilities of technology with the institutional development needs.

This document summarises the eu-LISA Strategy for 2021–2027 laying down the foundations and the direction for the strategic development of eu-LISA over this period. The Strategy takes into consideration the present responsibilities of the Agency and new opportunities ahead as well as the increased expectations and demands from its stakeholders.

This Strategy builds on the achievements and developments to date and provides direction for further development of eu-LISA's core capabilities in line with the 2018 revised Establishing Regulation with regard to the operational management and development of the systems under its control, to provide quality services and technology and business expertise to the Member States and EU partner institutions.

Partnerships will be essential to the success of eu-LISA in implementing this Strategy. The Agency has already established a close and open relationship with the relevant EU institutions and partner agencies, the Member States and the expert community. The hard work of delivering this Strategy can succeed only with the involvement of the widest possible coalition. I hope and believe that our achievements so far and plans for the future match that ambition.

In order to be able to address future political evolutions, and ensure that the Strategy remains adapted to a changing environment over the period, a mid-term review of the Strategy will take place in 2024.

Krum Garkov

Who we are and what we do

The European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) is an EU Agency established to provide a long-term solution for the operational management of largescale IT systems that are essential instruments in the implementation of the asylum, border management, migration and internal security policies of the EU. The Agency was set up in 2011 by the Establishing Regulation (EU) No 1077/2011 and started its activities on 1 December 2012. In 2018, eu-LISA was given a larger mandate which is detailed in Regulation (EU) 2018/1726.

Our mission

Supporting through technology the efforts of the EU and its Member States to keep Europe open and secure.

The headquarters of eu-LISA is in Tallinn, Estonia, and its operational site is in Strasbourg, France. There is also a business continuity site based in Sankt Johann im Pongau, Austria and a Liaison Office in Brussels, Belgium. At the end of 2020, the total number of staff employed at the Agency was 255.

The Agency currently manages Eurodac, the second generation Schengen Information System (SIS II) and the Visa Information System (VIS). In addition, the Agency is responsible for the communication networks that support the above systems. In terms of networks, eu-LISA is the provider for the communication infrastructure connecting the Member States and relevant EU Agencies to the central systems managed by the Agency.

The Agency is also responsible for VIS Mail 2 and DubliNet, the communication tools for the VIS and Eurodac systems respectively.

In order to fulfil this mandate, the Agency must keep all IT systems under its responsibility functioning 24 hours a day, 7 days a week, allowing the continuous, uninterrupted exchange of data between national authorities using them. eu-LISA is also mandated to ensure that it applies the highest levels of information security and data protection to the information entrusted to it, ensuring that personal information is treated fairly, lawfully and correctly, in full compliance with the relevant data protection principles and legislative instruments in force.

Our vision

To continue providing high-quality efficient services and solutions, systematically aligning the capabilities of technology with the evolving needs of the EU and the Member States, maturing as a recognised and trusted partner in driving the digital transformation in the Justice and Home Affairs domain.

In addition, based on its revised legal mandate, eu-LISA is responsible for the development and operational management of the Entry/Exit System (EES), the European Travel Information Authorisation System (ETIAS) and the European Criminal Records Information System – Third Country Nationals (ECRIS-TCN). These new systems and the already existing ones are being built/adapted to ensure interoperability - improved access to information stored in the EU information systems and identity management at EU level. The development of the interoperability technical components, namely the Common Identity Repository (CIR), the European Search Portal (ESP), the shared Biometric Matching Service (sBMS), the Multiple Identity Detector (MID) and the Central Repository for Reporting and Statistics (CRRS), is an iterative process and its completion requires the prior implementation of EES and ETIAS.

The new mandate also broadens the scope of the Agency's work providing it with a greater role in the area of research, assurance of data quality in the systems and in the implementation of pilot projects, proofs of concept and testing activities.

2. Strategy context and drivers

Our values

The Agency has a set of core values that drive and underpin operational activities and the strategic development of the organisation:

- **Accountability:** deploying a sound governance framework, cost-efficient operations and sound financial management.

- **Transparency:** providing regular and open communication with the Agency's key stakeholders and engaging them in a continuous dialogue to define a long-term strategy for the development of the Agency.

- **Excellence:** through having the right organisational structure, the right people and the right processes in place, ensuring the service continuity and functional comprehensiveness of tools provided to the Member States.

- **Continuity:** ensuring that the Agency will make the best use of expertise, knowledge and investments made by the Member States and will continue to develop them.

- **Teamwork:** seeking to empower each individual team member to make the best use of his or her knowledge and experience, contributing to shared success.

- **Customer focus:** ensuring that the Agency is aligned at any time with the needs and demands of its stakeholders.

Aims of the Agency in this Strategy

eu-LISA is building its reputation as a reliable and trusted contributor to the implementation of policies in the area of freedom, security and justice (AFSJ). The Agency proactively supports cooperation and information exchange at EU level between the relevant stakeholders in the area of internal security, upholds the fundamental rights of citizens and implements the highest standards of security and data protection. Within the framework of the EU Internal Security Strategy, the Agency also focuses its operational activities on contributing to stronger external borders and the safe movement of the EU citizens and third country nationals within the Schengen Area. In line with these objectives, the Agency continuously seeks to improve its service delivery in the coming years, in line with the pathways outlined by this Strategy.

All strategic goals and objectives outlined here are in compliance with and seek to reinforce eu-LISA's primary mission to dedicate itself to continuously adding value to the Member States, supporting through technology their efforts to keep Europe open and secure.

Environmental analysis

Today, the EU and its Member States face a great opportunity to maximise the added value of the IT systems developed and managed by eu-LISA for the Union's success in the area of freedom, security and justice, and its broader and faster digital transformation.

The political landscape has changed considerably since eu-LISA started its operations in 2012. In recent years, migration and asylum, in particular the strengthening of border controls and providing access to protection for vulnerable third-country nationals have moved to the top of the EU agenda. In addition, the Member States foster joint efforts in combating various forms of serious crime, such as human and drug trafficking, money laundering, cybercrime and terrorism.

Recognising these changes, the European Commission has issued a number of political documents, adjusting the direction and the priorities for the Justice and Home Affairs domain. Notably, the most important ones for eu-LISA are:

> The new EU Security Union Strategy 2020 – 2025[1], launched by the European Commission in July 2020, focusing on four inter-dependent strategic priorities: a future proof security environment, tackling evolving threats, protecting Europeans from terrorism and organised crime, and a strong European security ecosystem. The Strategy puts the security of the individuals at the centre of the Security Union while ensuring that the security policy remains grounded in our common European values. eu-LISA has a central role to play in implementing the Strategy through the implementation of interoperability and improved identity management, further digitalisation in the justice domain and embedding artificial intelligence.

> The new Pact on Migration and Asylum, proposed by the European Commission in September 2020, covering the different elements needed for a comprehensive European approach towards migration. The new Pact includes a proposal aiming to create a new generation of Eurodac, turning it into a modern European database, able to support the EU policies on asylum, resettlement and irregular migration. The amended Eurodac recast proposal[2] moves into the direction of turning Eurodac into a proper case management system and enlarges its scope by building a bridge with the interoperability package.

The priorities set in the above-mentioned documents and reflected in the eu-LISA's annual and long-term activities, will result in a number of practical initiatives and actions, addressing different dimensions of security, border and migration management. At the same time, there is growing acknowledgment amongst the Member States and EU Institutions of the crucial importance of large-scale IT systems and the need for information exchange within the Justice and Home Affairs domain, especially in the light of the new challenges and threats.

Given the above, eu-LISA and the systems it manages are likely to come under increasing levels of public and political scrutiny in the coming years. The Agency already plays and will continue to play in the future a crucial role in the sustainable functioning of the Schengen Area and in the delivery of political priorities and implementation of the relevant policies in the Justice and Home Affairs domain.

In the years to come, the EU will face a dual challenge:

> **To remain open**, since it is part of a globalised and interconnected world where international mobility is expected to grow further. More and more people will look to Europe as a place to come to visit, to study in, to work in, or in which to seek protection. In addition, the EU will be faced with the consequences of continuous instability in its immediate neighbourhood, rapid demographic changes and increasingly diverse societies.

> **To stay secure and guarantee the security of its citizens**. Technology has evolved at an extremely fast pace in the last few years, creating new opportunities for economic growth and fundamentally transforming the daily life of people. This transformation however have increased dramatically the number of security challenges. Cybercrimes, cross-border organised crime, terrorists are taking advantage of new social media platforms and of the new technologies.

To address these challenges, the EU will have to **consolidate** successful policies and their achievements in the JHA domain and **complement** them with relevant new initiatives.

The **ongoing digital transformation** of the Justice and Home Affairs domain will **continue** and even **accelerate** in the coming years because of the ongoing COVID-19 pandemic. Therefore, the EU should further explore the capabilities of technology to support and contribute to the delivery of priorities in the JHA domain.

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[1] COM(2020) 605 final
[2] COM(2020) 614 final

In practical terms, it will mean that it will be of **ultimate importance** for eu-LISA to deliver **the new information architecture for internal security and border management** by the end of the year 2023. It will be the solid foundation for the further evolution of the new security eco system in the EU, as provided by the Security Union Strategy. At the same time, the Agency will have to **expand its contribution** to the Justice domain and become a **key actor** for its further digitalisation.

In addition, since the importance of digital technologies is only growing, efforts in the area of **research & innovation** will become an **important driver** and **success factor** for the Member States and EU as a whole. Considering the experience and capabilities of eu-LISA, the Agency aims to stay at the forefront of these developments and be a key player in the area of research & innovation in the Justice and Home affairs domain.

Therefore, in the years to come the role and importance of eu-LISA for the Member States and the EU as a whole will **continue to grow**. The Agency will be one of the most important contributors to the successful implementation of relevant JHA policies, aimed at strengthening border management and internal security. Therefore, eu-LISA will face and will address a dual strategic challenge of its own. On the one hand, throughout the coming years, the Agency will have to **stay focused on its core operations** (i.e. the development of new systems, operational management and development of the systems entrusted to it). On the other, it will have to **continue to increase its contribution to the Member States and the EU** as a whole, **capitalising on its knowledge**, experience and capabilities in the area of management of large-scale IT systems and services.

Implementation principles

The environmental analysis above describes clearly all the significant challenges that eu-LISA will face in the coming years. In order to develop a sound and comprehensive response to them, in the implementation of its Strategy the Agency will be guided by the following implementation principles:

> The Agency recognises its people as its biggest asset and it constantly looks to attract, retain and develop highly qualified professionals who share the values of the Agency and who are motivated and committed to achieving its mission and objectives.

> The Agency builds its success through an effective and open partnership with the Member States and EU institutions, contributing to the achievement of common goals.

> The Agency builds and maintains credibility with its partners in the EU through the successes and professional capabilities of its team.

> The Agency strives to promote operational excellence in providing high-quality services and solutions to Member States that are aligned with their needs and priorities. The highest standards of data protection and security are embedded in all operations in order to promote mutual trust.

> The Agency applies the principles of good governance and cost-effectiveness to conducting its business operations. In addition, the Agency ensures full compliance with the security and data protection provisions applicable to the systems under its management.

3. Strategy 2021-2027

Critical analysis of the achievements of the Agency to date provides a solid foundation for the future growth and development of its operations according to its mandate. It should develop further its agility and ability to respond rapidly to shifting political priorities in the Justice and Home Affairs domain. At the same time, the Agency should keep its proactive partnership with the Member States, while recognising and responding to their changing and evolving needs. Finally, eu-LISA should continue its already established close and constructive cooperation with the European Commission on the basis of mutual respect and cooperation, in providing expertise and contributing to present and future initiatives, as required. The Agency will continue to build on the achievements it has accomplished in previous years.

In the past years, eu-LISA has successfully delivered its mandate related to the operational management of the large-scale IT systems, namely SIS II, VIS and Eurodac. The Agency not only assured the operational management of the systems in accordance with their respective requirements, but also was able to address proactively their evolution arising from developments in the operational environment. Such evolution includes, but is not limited to, legal changes, socio-political changes or changes in political priorities (such as the Eurodac Recast, migration flows, the introduction of the Automated Fingerprint Identification System (AFIS) to SIS II, and so on). The Agency provided the necessary adaptive and corrective maintenance of the systems, and the systems performed as per the service level agreements.

Substantial efforts were made to further develop the systems, and included the implementation of hundreds of complex and interdependent projects and studies for the technical and functional evolution of the systems, with some of them lasting over several years. These projects covered both the systems (Eurodac, VIS/BMS (Biometric Matching System) and SIS II) and associated communication infrastructure. The Agency also undertook a number of steps to implement the best IT service management (ITSM)/IT Infrastructure Library (ITIL) practices.

Furthermore, since 2017 eu-LISA has made substantial progress in implementing new tasks entrusted to the Agency, in particular, launching gradually the work towards the implementation of the EES, ETIAS, ECRIS-TCN and the new interoperability architecture. The Agency also embarked on a comprehensive internal transformation programme with the aim of aligning the organisation with its new mandate and responsibilities. The programme, called 'eu-LISA 2.0', is aimed at ensuring that the reorganisation process is delivered in an open and transparent manner, engaging actively the Agency's staff. A key element of the programme is a new organisational structure and operating model of the Agency, which have been rolled out as of 1 September 2019. eu-LISA has gained substantial experience and knowledge and has proved to be a reliable provider of operational services which has given the co-legislators the confidence to increase the number of systems to be managed by the Agency.

With the adoption of standard project management methodologies and establishment and continuous evolution of the Portfolio Management capability (PPM), the Agency will more accurately plan programmes, projects and activities based on resource capacity, better estimate project costs, anticipate future demand, prioritise projects to ensure strategic alignment and increase the success of budget execution resulting in overall increased value to the stakeholders.

The Agency provides the necessary training to Member States on the technical use of the systems, which have received very positive feedback from participants. At the same time, as required by its establishing regulation, eu-LISA has been continuously performing technology monitoring and research to follow technology developments, and providing its stakeholders with reliable information and analysis.

The Agency has established an efficient, constructive and transparent relationship with the Member States, the European Commission, the European Parliament and the other agencies in the JHA area. It has developed further itis capabilities for policy analysis to support its core business as well as to act as trusted advisor to the institutions and the Member States on matters within the competency and mandate of the Agency.

Last but not least, eu-LISA is continuously evolving its internal control system and its capabilities for budget, contract and vendor management. eu-LISA has succeeded in setting up a dynamic and comprehensive human resources (HR) management system that includes the continuous development of its learning and development capabilities. Moreover, the areas of data protection and security have also evolved substantially.

4. Strategic goals of the Agency in 2021-2027

The updated strategic goals for the Agency for the period 2021-2027 and beyond are described below. They reflect the mandate of the Agency and its priorities as defined through the dialogue with its stakeholders and taking into consideration the changes in the environment and the institutional development needs. The Strategy is a dynamic document. Goals and objectives will continue to be regularly monitored and subject to regular reviews and development over the duration of the strategy period in order to meet the demands of the evolving environment and of the Agency's stakeholders.

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

In the coming years, eu-LISA will focus on maintaining the stable and continuous operations of SIS II, VIS and Eurodac, while ensuring the delivery of related systems evolution in line with stakeholder needs, and the overall effectiveness and efficiency of the operations. Furthermore, eu-LISA will deliver on the ambitious new tasks entrusted to the Agency by its stakeholders, namely the development of EES, ETIAS, ECRIS-TCN and the interoperability architecture and the operational management of e-CODEX[3]. eu-LISA will further strengthen its project and programme management capacity, and continuously to grow and improve by using the best ITIL/ITSM practices and industry standards.

At the same time, the Agency will remain an agile partner to the Member States and the EU institutions and partner agencies in the delivery of high-value technology and expertise to support their decision-making and policy implementation. eu-LISA will enable users to make the best use of the Agency's systems and services through enhanced delivery of face-to-face and online training and other learning materials tailored to various user profiles. In close partnership with key stakeholders, the Agency will seek to identify pathways towards enhanced use of its data for systems performance in line with the legal basis.

As a result of these efforts, eu-LISA will further consolidate its role as a respected and trustworthy ICT service provider for the EU Member States, institutions and partner agencies in the JHA domain.

The Agency will continue its commitment to being a reliable partner for users of its services by maintaining and prioritising its operational excellence.

Strategic Goal 2: Continue and extend the Agency's role as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain.

As the principal ICT service provider in the Justice and Home Affairs domain and based on its expertise and capabilities, eu-LISA will continue its work on building and consolidating its role as a centre of excellence. The Agency will continue to provide its advice and assistance to the European Institutions, the Member States and other EU Agencies as needed, this will require eu-LISA to continuously develop and grow its capabilities and the knowledge available in the organisation. The quality of the Agency staff plays a key role in reaching this objective and, in this respect, eu-LISA will continue its efforts to attract, retain and develop skilled professionals and people with ability and potential for professional development.

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[3] Subject of the adoption of the legal proposal of the European Commission introduced in December 2020.

Strategic Goal 3: Enable and drive innovation and digital transformation in the Justice and Home Affairs domain.

Due to its unique expertise and know-how, eu-LISA is in the ideal position to help inform and enable further digital transformation in the EU, in particular in the area of freedom, security and justice. In this regard, the Establishing Regulation revised in 2018 tasks the Agency with developing state-of-the-art and forward-looking capabilities to carry out research and innovation activities to identify new technological solutions to improve business processes, and serve as a trusted advisor and enabler of digitalisation and IT innovation across the EU. These efforts will require strengthening the internal culture and external partnerships to nurture innovation. eu-LISA will work with partners to drive improvements in data quality through technological standardisation across the EU, and develop existing capabilities to conduct testing, pilot projects and proofs of concept on demand from key stakeholders.

Strategic Goal 4: Further evolve eu-LISA towards an efficient, agile and resilient organisation within the EU regulatory framework.

eu-LISA will continue its organisational transformation aimed at serving stakeholder needs by efficiently aligning the Agency's resources, capabilities, services and processes. These efforts will require strengthening the sound governance framework based on systematic and effective compliance with the EU regulatory framework, development and monitoring of the internal control framework, continuous improvement of processes, procedures, tools, as well as fostering data-driven decision-making. eu-LISA will reinforce its budgetary, financial, asset management and procurement activities in line with the legal basis and the principles of good performance management.

Recruiting, developing and retaining diverse staff with the necessary skills and experience will continue to be the critical factor for the future success of eu-LISA. In this vein, the Agency will foster an empowering and inclusive organisational culture.

Finally, eu-LISA will continue to be a transparent and open EU agency to its stakeholders and the general public, maintaining its positive reputation and visibility through outreach activities and through effective external and internal communications, and efficient stakeholder management.

5. Delivery of strategic goals

In order to provide a structured approach to achieving the strategic goals, several strategic objectives have been identified and aligned to each goal in order to facilitate their implementation and subsequent monitoring. eu-LISA will track the progress of and assess the delivery of these objectives, and provide stakeholders with regular information about development, progress and their performance.

The tables below show details of the objectives linked to the strategic goals outlined above:

Strategic goals and objectives

Strategic Goal	Strategic Objective	Elements of the Strategic Objective
SG1. Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	**Deliver highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Manage all systems and services entrusted to the Agency in compliance with the legal basis, the relevant SLAs and in a cost efficient and effective way Consolidate and optimise the large-scale IT systems' secure infrastructure platform and applications, while enhancing its resilience and availability
	Further enhance the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Design, develop and implement innovative systems and services in a standardised way and in line with the relevant legal framework Develop and implement new/additional systems, in accordance with the relevant legislative instruments Increase the visibility of the Agency's corporate and systems performance, to all stakeholders Deliver appropriate systems training for Member States and other relevant bodies in response to stakeholder needs
	Strengthen information security capabilities related to the systems entrusted to the Agency	Improve, test and refine the Agency's Business Continuity Management and Disaster Recovery procedures to ensure an appropriate level of resilience for the Agency Augment and evolve the Agency's IT security capability to protect its infrastructure platform and applications from existing and emerging cyber threats Enhance cooperation with the Member States and other relevant bodies in the area of cybersecurity by sharing common experiences and best practices Achieve a sustainable service provision infrastructure
	Become a shared high-value service provider in its areas of excellence	

Strategic Goal	Strategic Objective	Elements of the Strategic Objective
SG2. Continue and extend the Agency's role as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain	**Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	Continuously strive for excellence in the design, development and operational management of the large-scale secure IT systems entrusted to the Agency
	Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions.	Pro-actively support training and capability building efforts of the Member States States. Promote the Agency's know-how in advising the Member States, the EU institutions and other EU agencies

Strategic Goal	Strategic Objective	Elements of the Strategic Objective
SG3. Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	**Identify innovative IT solutions to improve business processes**	Monitor and engage in technological research and innovation activities with a view to facilitate and enable integration of the results into Agency's business processes
		Strengthening internal capabilities and external partnerships to identify, prioritise and enable the adoption of innovative IT solutions based on business needs
		Foster an innovation culture in the organisation
	Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain	Seek synergies and engage with other private and public ICT actors to nurture innovation and digitalisation
		Promote technological standardisation across EU
		Conduct value-adding analysis, testing, pilot projects and proofs of concept to deliver reliable technical advice and expertise to policy makers in related priority areas for the EU
	Continuously increase the added value of the interoperability architecture	Further develop the enterprise architecture capabilities in the Agency
		Work with the Member States, the Commission and the JHA Agencies to identify opportunities to further explore and maximise the benefits of interoperability
		Continue evolving the shared infrastructure platform of the Agency to develop further cost efficiency in operations and economies of scale across the systems

Strategic Goal	Strategic Objective	Elements of the Strategic Objective
SG4. Further evolve eu-LISA towards an efficient, agile and resilient organisation within the EU regulatory framework	**Serve stakeholders' needs by efficiently aligning the Agency's resources, capabilities, services and processes**	Regularly assess and adjust alignment between stakeholders' needs and the Agency's objectives Continue to develop the necessary capabilities and resilience for delivering the Agency's objectives, and foster an innovation culture in the organisation Operate a sound governance framework based on data-driven decisions Continuously improve processes, procedures, tools and information management
	Grow as a key EU Agency, attracting, engaging and developing talents	Foster an empowering and inclusive organisational culture Promote eu-LISA as attractive employer for diverse talents Ensure flexible and modern working conditions for the staff of eu-LISA Offer professional development opportunities Enable management and leadership development to drive the organisational culture and continuously grow staff members
	Ensure systematic and effective compliance with the EU regulatory framework	Identify and comply with all applicable legal requirements and reporting Monitor, review and update the internal control framework Manage and reinforce the Agency's budgetary, financial, assets management and procurement activities in line with the relevant legal basis and the principle of performance management
	Promote the Agency's mission and values internally and externally	Project a modern and appealing corporate image of the Agency through social media, external events, publications and conferences Enhance the Agency's social and environmental sustainability Provide clear, timely and engaging internal communication

6. Delivery of strategic goals: available funding and resources

Implementing the Strategy depends on the availability of the budgetary and human resources available to the Agency. The maximum limits of the available resources are set by the Multi-Annual Financial Framework (MFF) proposed by the Commission to the co-legislators. Only new tasks attributed by law to the Agency may modify the MFF allocations.

For reference, the MFF proposal adopted by the Budgetary Authority is as follows:

	2021	2022	2023	2024	2025	2026	2027
Budget	**228.32**	**330**	**250**	**232.63**	**220**	**221**	**222.70**
			Staff				
TA	212.5	214.5	213.5	203.5	203.5	203.5	203.5
CA	132	144	141	135	135	135	135
SNE	11	11	11	11	11	11	11
Total staff	355.5	369.5	365.5	349.5	349.5	349.5	349.5

Successful implementation and outcomes depend on much more than the provision of adequate funding. Maintaining and augmenting the Agency's human capital to deliver such tasks as may be allocated to it is of equal and critical importance, and the delivery of all the strategic goals and objectives during the relevant period of the Strategy (2021-2027) relies on having the appropriate resource levels to meet the demands.

7. Critical success factors

Several key factors may influence and determine the successful implementation of this Strategy. The Agency needs to focus actively on these factors in the coming years, which are as follows:

Continuing close and constructive collaboration with the Member States, the EU institutions, other EU Agencies, maintaining the Agency's ability to act in an agile way to address shifts in political priorities and operational demands.

Achieving buy-in to the Agency's long-term strategy from the entire organisation through participation and contribution.

Continuing the focus on attracting, retaining and developing people in the organization.

Establishing and maintaining a culture of collaboration, continuous improvement and service excellence.

Ensuring continuous alignment between internal governance and operating models with a clear assignment of roles, responsibilities and authorities within the organisation.

Continuing efforts to ensure regulatory compliance at all times through the internal control framework of the Agency and to optimise the key internal processes and procedures through automation and digitalisation.

Keeping a proper balance between allocated tasks and available human and financial resources, and addressing emerging needs jointly with the Commission and Member States.

8. Major risks

This document sets the direction and objectives for eu-LISA's long-term journey when it will have to face and manage a number of risks, both internal and external, which are monitored through annual risk identification and prioritisation exercises. The complexity of the operations and projects run by the Agency in the future will continue to grow, thus imposing more and broader risks on the organisation. Some of the major risks that the Agency anticipates in the future are the following:

Risk description	Probability	Impact	Risk management approach
eu-LISA may not be able to meet the expectations of its stakeholders to deliver on all its tasks if adequate human and financial resources are not made available to the Agency	Medium	High	Share
Slow progress in changing the organisational culture towards an empowering, inclusive and innovation-driven one	Medium	Medium	Avoid
Substantial changes to the political priorities of the EU in the Justice and Home Affairs domain	Low	High	Accept
Governance model of the Agency may not be aligned with its operational model and its stakeholder community needs	Medium	High	Mitigate
Delay in further extension of the Agency's operational site in Strasbourg	Low	High	Avoid
Long-lasting effects of COVID-19 affecting travel and operations	High	High	Accept