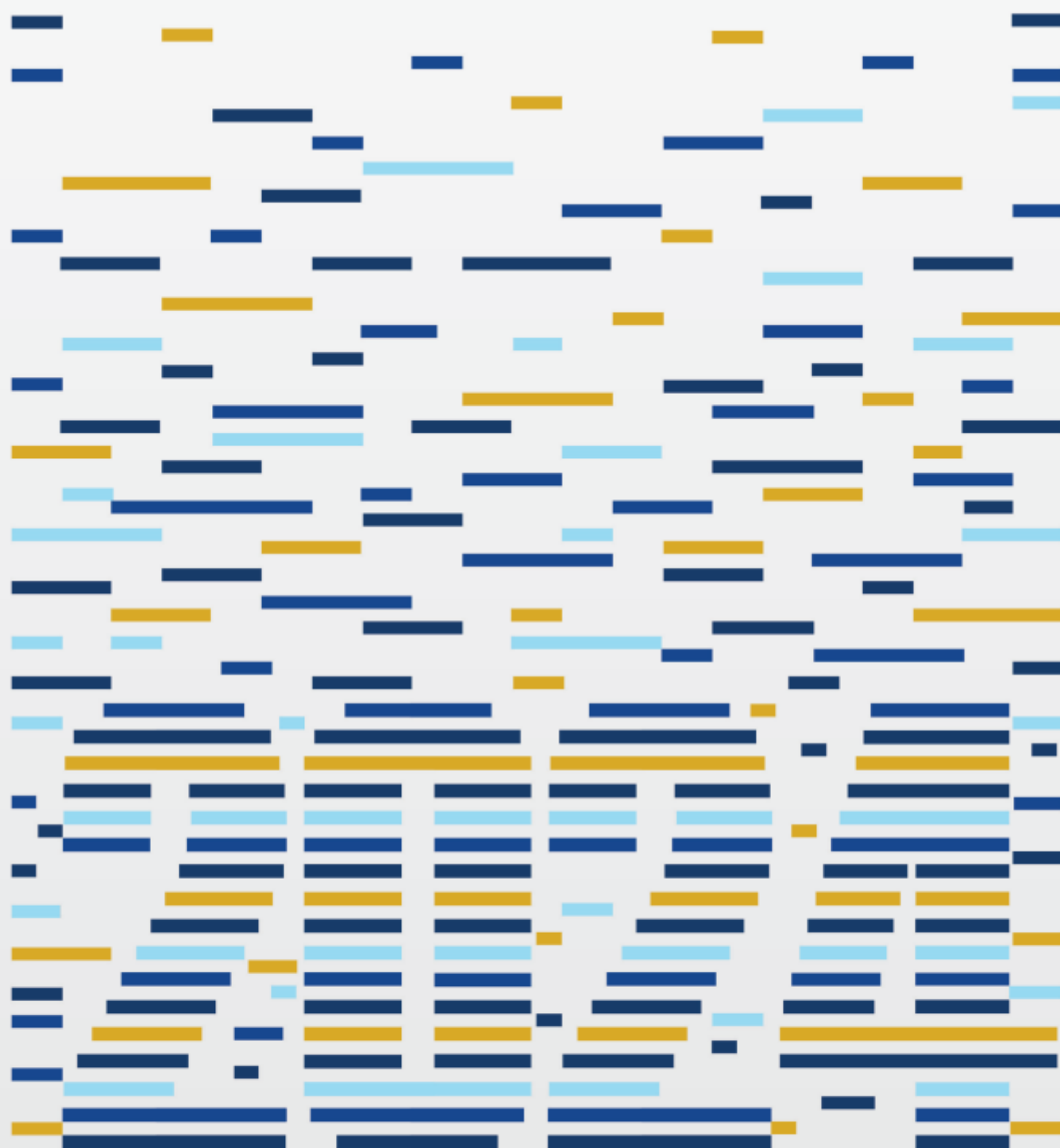# CONSOLIDATED ANNUAL ACTIVITY REPORT

eu-LISA

**European Union Agency for the Operational Management
of Large-Scale IT Systems
in the Area of Freedom, Security and Justice (eu-LISA)**

Consolidated Annual Activity Report 2024

Adopted by the eu-LISA Management Board on 18-19 June 2025

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About this report

eu-LISA's Consolidated Annual Activity Report reflects the Agency's commitment to transparency and accountability by presenting a structured overview of progress made with implementing its 2024 work programme and achieving the objectives outlined in the Single Programming Document 2024–2026. It provides assurance to stakeholders — EU institutions, Member States and the EU citizens — that the Agency is delivering its mandate and making efficient use of allocated resources to meet its strategic goals.

The report has been prepared in accordance with the guidelines established by the European Commission for all EU agencies, and in compliance with Article 48 of eu-LISA Financial Rules.

Find out more about eu-LISA:

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Abbreviations and acronyms

IT systems, solutions and infrastructure

AFIS	automated fingerprint identification system
API	advance passenger information
BMS	biometric matching system
CCP	comprehensive cloud platform
CIR	common identity repository
CRRS	central repository for reporting and statistics
CSLR	Central System for Yellow Link Resolution
CSP	common shared platform
DubliNet	Dublin electronic communications network
e-CODEX	e-Justice Communication via Online Data Exchange
ECRIS	European Criminal Records Information System
ECRIS RI	ECRIS reference implementation
ECRIS-TCN	ECRIS on third-country nationals and stateless persons
EES	Entry/Exit System
ESP	European search portal
ETIAS	European Travel Information and Authorisation System
Eurodac	European Asylum Dactyloscopy Database
EU VAP	EU Visa Application Platform
IO	interoperability
JITs CP	Joint Investigation Teams collaboration platform (collaboration platform to support the functioning of joint investigation teams)
MID	multiple-identity detector
Prüm II	central router for automated data exchange in the area of police cooperation
sBMS	shared biometric matching service
SIRENE	Supplementary Information Request at the National Entries
SIS	Schengen Information System
SM9	service manager 9 (ITSM tool)
TAP	turnkey access point
TESTA-ng	Trans European Services for Telematics between Administrators – new generation
VIS	Visa Information System

Other

ABAC	accrual-based accounting system
ACFC	Audit, Compliance and Finance Committee
BCU	backup central unit
CEPOL	EU Agency for Law Enforcement Training
CU	central unit
ECA	European Court of Auditors
EDPS	European Data Protection Supervisor
EiO	entry into operation
EMAS	EU Eco-Management and Audit Scheme
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUAA	EU Agency for Asylum
EUAN	European Union Agencies Network
Europol	EU Agency for Law Enforcement Cooperation
Frontex	European Border and Coast Guard Agency
FSA	final system acceptance (verification period after EiO)
IAC	eu-LISA's Internal Audit Capability
IAS	Commission's Internal Audit Service
ICF	internal control framework
ITSM	IT service management
JHA	justice and home affairs
JHAAN	JHA Agencies Network
JRC	Commission's Joint Research Centre
OFIQ	Open-Source Face Image Quality
OLAF	European Anti-Fraud Office
PNR	passenger name record
PPM	programme and project management capability
SPD	single programming document
SLA	service-level agreement
TEF	transversal engineering framework
TOF	transversal operations framework

eu-LISA in brief

OUR MANDATE

Established in 2011, eu-LISA is responsible for the development, operational management and continuous evolution of large-scale IT systems that support the implementation of EU policies in the domain of justice and home affairs (JHA), with a focus on migration and asylum, visas, internal security and justice.

The Agency's primary objective is to ensure the **effective, secure and uninterrupted operation** of the EU's JHA information systems that facilitate information exchange between relevant authorities across Europe. The continuous availability of these systems is vital to safeguarding the internal security of the **Schengen area – home to 450 million EU citizens** – while also upholding their freedom of movement and ensuring a seamless experience for international travellers.

Over the past decade, eu-LISA has evolved into a key contributor to the ongoing **digital transformation of the EU's JHA domain**. By leveraging innovative technologies, the Agency is developing several new systems and the overarching **interoperability architecture** that will further enhance **data-driven border management** and bolster the internal security of the Schengen area.

eu-LISA ensures the efficient operation of JHA systems by delivering high-quality services, including **24/7 technical support** and **comprehensive training** to all system end-users. To remain at the forefront of digitalisation efforts, the Agency actively monitors the latest developments and emerging trends in **research and innovation**, enabling it to provide state-of-the-art expertise to its key stakeholders – the Commission, the Member States and other EU agencies.

Committed to transparency and accountability, eu-LISA operates in **strict compliance** with applicable regulations, service-level agreements, **data protection** requirements and rigorous **security standards**.

OUR LOCATIONS

SEAT OF THE AGENCY *
TALLINN, ESTONIA

LIAISON OFFICE
BRUSSELS, BELGIUM

OPERATIONAL SITE
STRASBOURG, FRANCE

BACKUP SITE
ST. JOHANN IM PONGAU, AUSTRIA

* Including operational management of the e-CODEX.

OUR MISSION

We aim to support the EU and the Member States in their efforts to keep Europe open and secure **through advanced technology**

OUR VISION

We strive to provide **innovative and practical solutions** for the EU's evolving needs while driving digital transformation in the area of justice and home affairs

OUR VALUES

CONTINUITY:
making the best use of expertise, knowledge and investments, while ensuring their continued development

TEAMWORK:
empowering each team member to make the best use of their knowledge and experience, contributing to shared success

CUSTOMER FOCUS:
ensuring that all activities are aligned with stakeholder needs and demands

ACCOUNTABILITY:
deploying a robust governance framework, cost-efficient operations and sound financial management

TRANSPARENCY:
engaging in continuous dialogue with key stakeholders to define long-term development strategy

EXCELLENCE:
the right organisational structure, processes, and people ensure service continuity and quality of tools

JHA information systems entrusted to eu-LISA

⚙️ SYSTEMS IN OPERATION

	EiO	Data stored	Operations
EU internal security, borders and law enforcement cooperation			
SIS │ Schengen Information System			
SIS facilitates information exchange about wanted or missing persons or objects, together with instructions for competent authorities on what to do when the person or object has been found. As such, it serves as an invaluable tool for combatting cross-border crime and terrorism.[1]	**1995** managed by eu-LISA since May 2013	**93.2 million** alerts	**15 billion** searches **397 804** hits
Schengen, borders and visa			
VIS │ Visa Information System			
VIS facilitates the processing of visa applications and the management of short-stay visas for TCNs travelling to or transiting through the Schengen area. It supports the implementation of the EU's common visa policy and helps combat visa fraud by assisting in the identification of persons not fulfilling the necessary conditions for stay or entry.[2]	**2011** managed by eu-LISA since December 2012	**46 million** visa applications	**259 million** operations
Asylum, migration and borders			
Eurodac │ European Asylum Dactyloscopy database			
Eurodac is the EU database of digitalised fingerprints for managing asylum applications. The system assists in establishing the responsible Member State by determining whether the applicant has previously claimed asylum in another EU country.[3]	**2003** managed by eu-LISA since June 2013	**7.7 million** fingerprint sets	**1.4 million** data transmitted
Justice cooperation			
ECRIS RI │ European Criminal Records Information System – Reference Implementation			
ECRIS is a decentralised system for exchanging information between Member States on criminal records of EU citizens. ECRIS RI offers an integration interface which enables connection between national criminal record registers of Member States.	**2012** managed by eu-LISA since April 2020	*n/a*	*n/a*
e-CODEX │ e-Justice Communication via Online Data Exchange			
e-CODEX is a communication platform for facilitating the secure transmission of electronic content between judicial authorities and legal professionals in cross-border proceedings, ensuring a more efficient judicial process for citizens and businesses across Europe.[4]	**2013** managed by eu-LISA since June 2024	*n/a*	*n/a*

⚙️ SYSTEMS IN DEVELOPMENT

	EiO
EU internal security, borders and law enforcement cooperation	
Prüm II central router │automated data exchange for police cooperation	
The new router will streamline and facilitate data exchange between the Member States to combat cross-border crime more efficiently. It will replace individual connections between national databases and expand available data from DNA, fingerprints and vehicle registration to new categories, e.g., facial images.[5]	2027
API-PNR router│ advance passenger information	
The API-PNR router will facilitate traveller identification and clearance during the border-crossing process by collecting and transferring traveller data and flight information ahead of their arrival. The router will serve as a connecting point between Member States and air carriers for the collection and transmission of API data.[6]	2029

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[1] *Regulations (EU) 2018/1860, 2018/1861*, and *2018/1862*, OJ L 312, 07.12.2018, and *Regulation (EU) 2022/1190*, OJ L 185, 12.07.2022.

[2] *Council Decisions 2004/512/EC*, and *2008/633/JHA, Commission Decision 2008/602/EC, Regulation (EC) No 767/2008*, and *Regulations (EU) No 2021/1133*, and *2021/1134.*

[3] *Commission Regulation (EC) No 1560/2003*, and *Regulations (EU) No 603/2013*, *604/2013*, *2024/1356* and *2024/1358*.

[4] *Regulation (EU) 2022/850*, OJ L 150, 01.06.2022.

[5] *Regulation (EU) 2024/982 (Prüm II),* OJ L, 05.04.2024.

[6] *Regulations (EU) 2025/12* and *2025/13*, OJ L, 08.01.2025.

Schengen, borders and visa	
EES │ Entry/Exit System	
EES is set to streamline border control procedures by replacing manual passport stamping with the electronic registration of all third-country nationals entering and exiting the Schengen area. EES will ensure better monitoring of authorised stays and the identification of possible overstayers, thereby contributing to preventing irregular migration, strengthening internal security and helping to combat organised crime and terrorism.[7]	2025 *progressive start*
ETIAS │ European Travel Information and Authorisation System	
ETIAS is an online travel authorisation system for visa-exempt third-country nationals travelling to 30 European countries. This pre-travel screening system will compare information across all JHA systems, as well as Europol and Interpol databases, for advance identification of potential security, irregular migration or high epidemic risks that may give grounds for denying entry to the Schengen area.[8]	2026
EU VAP │ EU Visa Application Platform	
The EU VAP is a digital platform, common to all Member States, that will allow visa applicants to apply for a visa online. It will automatically determine which Member State is competent to examine an application in cases where the applicant intends to visit several Member States.[9]	2028
Justice cooperation	
ECRIS-TCN │ European Criminal Records Information System – third country nationals and stateless persons	
ECRIS-TCN will facilitate electronic information exchange on the criminal records of third-country nationals and stateless persons, supporting mutual recognition of sentences and judicial decisions across Europe.[10]	2026[11]
JITs CP │ Joint Investigation Teams collaboration platform	
JITs CP will facilitate communication and cooperation between European judicial and law enforcement authorities, relevant EU agencies, and the European Anti-Fraud Office (OLAF), improving the efficiency and effectiveness of cross-border investigations and prosecutions.[12]	2025
Interoperability	
New interoperability architecture for the JHA domain[13]	
Interoperability is the capability of interconnected systems to share data and exchange information, providing relevant authorities with streamlined access to comprehensive information. The overarching systems interoperability for the JHA domain will be enabled by the following components that facilitate authorised searches and information exchange:	
▪ **shared biometric matching service** (sBMS) matching an individual's biometric data across different systems,	2025–2026
▪ **European search portal** (ESP) enabling authorised users to conduct single searches and receive results from all JHA information systems they are authorised to access,	
▪ **common identity repository** (CIR) provides a shared container for identity data, travel document data and biometric data of persons registered in the EES, VIS, ETIAS, Eurodac and the ECRIS-TCN,	
▪ **multiple-identity detector** (MID) creates and stores links between data in the different EU information systems to detect multiple identities, with the dual purpose of facilitating identity checks for bona fide travellers and combating identity fraud, complemented by the **central system for yellow link resolution** (CSLR).	2027–2028
CRRS │ central repository for reporting and statistics	
The CRRS will enable generating cross-system statistical data and analytical reporting for policy, operational and data quality purposes in accordance with the applicable legal instruments.	2026

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[7] *Regulation (EU) 2017/2225* and *2017/2226*, OJ L 327, 09.12.2017.

[8] *Regulations (EU) 2018/1240*, and *2018/1241*, OJ L 236, 19.09.2018.

[9] *Regulations (EU) 2023/2667* and *2023/2685*. For more, please visit DG HOME's dedicated page on *Schengen visa digitalisation*.

[10] *Regulation (EU) 2019/816*, and *Regulation (EU) 2024/1352*.

[11] ECRIS-TCN will be technically ready in 2025.

[12] *Regulation (EU) 2023/969*, OJ L 132, 17.05.2023.

[13] *Regulations (EU) 2019/817*, and *2019/818*, OJ L 135, 22.05.2019.

Management Board's analysis and assessment

The Management Board of eu-LISA has analysed and assessed the Consolidated Annual Activity Report of the Agency's activities for 2024.[14]

The Board emphasises eu-LISA's essential role in the effective functioning of the Schengen area, as well as its invaluable support to EU policies in the areas of border control, visas, migration and asylum, e-justice, digitalisation and cybersecurity.

The Management Board:

- **acknowledges** eu-LISA's efforts to achieve the objectives set for 2024 in the Single Programming Document 2024–2026;

- **thanks** the Agency for its continued efforts to ensure stable and uninterrupted availability of the EU information systems and thereby contribute to the efficient functioning of the Schengen area;

- **congratulates** the Agency for the formal takeover of operational management of the e-CODEX system, successful connection of Frontex to the Schengen Information System (SIS), and enabling full access to the Visa Information System (VIS) for Bulgaria and Romania;

- **regrets** that the Entry/Exit System (EES) and shared Biometric Matching System (sBMS) and VIS for EES could not enter into operation in November 2024, while recognising the valuable lessons of the joint rehearsal exercise;

- **stresses the** urgency to deliver the whole interoperability infrastructure to enhance security in Europe,

- **recognises** the challenge for the Agency to work in parallel on many interrelated activities and notes that volume and the complexity of the Agency's operations continued to expand in 2024;

- **emphasises** the Agency's commitment in starting the prompt implementation of the new Eurodac with a new development approach, relying on internal resources, to ensure its timely entry into operation in June 2026 for key functionalities;

- **expresses support** on carrying out new ways of working for the delivery of the new systems, supported by an new organisational change initiative;

- **welcomes** the Agency's strategic management action plan to enhance the management and delivery of the systems under its remit by increasing the in-house development capabilities to reduce dependency from contractors, strengthen its compliance, incorporate new technological advances, further improve the attraction and retention of talents and the relations with its stakeholders;

- **appreciates** the quality and timeliness of the support provided by the Agency to the Member States and the European Commission throughout 2024;

- **expresses satisfaction** with the outstanding level of budget execution for 2024 commitments and payments appropriations, and significant reduction of carry-overs;

- **regrets** that the level of cancellation of payment appropriations remained excessive in 2024 – 14.5%.

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[14] Article 19(1)(t) of eu-LISA establishing *Regulation (EU) 2018/1726*.

- **notes** that significant budgetary adjustments had to be made during the budgetary year to cover additional expenses;
- **praises** the Agency's good progress in implementing audit recommendations, reaching an overall implementation rate of 97% by 31 December 2024;
- **observes improvements with** the occupancy rate of the Agency;
- **expresses concern** about the repeated qualified opinions of the Court of Auditors on the legality and regularity of the payments underlying the accounts of the Agency, while noting that the European Parliament granted the Executive Director ad interim the discharge in respect of the implementation of eu-LISA's budget for the financial year 2023;
- **takes positive note of the measures** to strengthen the efficiency and effectiveness of its internal control system;
- **highlights** the Agency's successful Precedency of the JHA Agencies Network in 2024.

The Management Board believes this report provides sufficient assurance that, despite many challenges hindering adherence to demanding implementation schedules, eu-LISA endeavoured to implement its mandate and used its financial and human resources for the purposes set out in eu-LISA's annual work programme for 2024, included in the Single programming Document 2024–2026.

The Management Board, taking into consideration the information provided in this report:

- emphasises the **considerable pressure on eu-LISA's staff** working on complex projects for which adequate human resources are key, for both operational and horizontal functions;
- **supports the Agency in its continuous efforts** to implement to deliver the revised roadmap for interoperability architecture and emphasises to importance of the new progressive EES entry into operation;
- recognises the **interdependencies** between the Agency's work for the central systems and the Member States at the national level, and thus the essential need to pay special attention to the Agency's partnership approach with Member States, for better mutual understanding, transparency and coordination, while encouraging eu-LISA to continue its close cooperation with its stakeholders, including the European Commission and other Agencies to ensure the successful delivery of new systems;
- encourages the Agency to continue with reducing **its dependency on external contractors and build internal capacities** with adequate level of management;
- further emphasises the need for eu-LISA to continue **increasing its occupancy rate**;
- welcomes the ongoing measures taken for **enhancing reliable budget planning and monitoring**, while emphasising the need to ensure eu-LISA is **provided with the adequate resources to implement its growing mandate;**
- emphasises the importance of finalising the sourcing strategy to close the last **outstanding audit recommendation**;
- acknowledges the **importance of eu-LISA's capacity increase programme** to ensure sufficient data centre capacity for the efficient and sustainable deployment and management of both new and already existing IT systems, while continuing to guarantee the uninterrupted availability and timely evolution of all systems under its remit.

The Management Board extends its gratitude to the Agency's Executive Director ad-interim, Marili Männik, to the former Executive Director, Agnès Diallo, to eu-LISA's management, and its entire staff for their commitment and efforts throughout this immensely challenging effort.

Rene Vihalem,

Chair of the Management Board

Foreword by the Executive Director *ad interim*

2024 was a challenging and remarkable year for eu-LISA, which enabled us to reinforce our resilience and showcase our dedication to a safer and more secure Europe. I am pleased to share our progress made in overcoming challenges, opening new pathways, and building the foundations for more effective ways of working.

eu-LISA is not only a technology agency, we are a policy enabler, committed to transforming complex political ambitions into operational reality. Every system we manage or develop is part of a broader architecture supporting EU priorities – delivering a more resilient and secure Schengen Area, facilitating migration management and strengthening judicial cooperation in Europe.

In 2024, we ensured the seamless operational management of our existing systems, maintaining their high availability and responsiveness, and thus supporting millions of transactions underpinning operational decisions at the EU borders.

2024 also marked the successful integration of e-CODEX into eu-LISA's systems portfolio, supporting cross-border collaboration between justice practitioners, delivering better services to EU citizens, and accelerating the digitalisation of justice in the EU. Following the adoption of the Pact on Migration and Asylum and the new Eurodac Regulation in June 2024, we immediately started implementing a comprehensive upgrade of the system, with a strong commitment to deliver it fully by June 2026.

Despite our determination to implement the ambitious framework for strengthening Europe's security architecture, the anticipated entry into operation of the Entry/Exit System (EES) had to be postponed to 2025 as endorsed by the Council of Ministers in March 2025.

In 2024 we also continued to invest in leveraging new technologies – cloud solutions and artificial intelligence –, focusing on their ability to support evolving EU policies, in line with what regulations allow. eu-LISA remains committed to supporting responsible and ethical innovation, ensuring transparency and accountability, prioritising data protection and system security in their design and implementation.

In addition, in 2024, based on lessons learnt, we started implementing an ambitious strategic plan aimed at transforming the way the Agency develops new systems, by strengthening our control over development work, acting as a business partner for the Member States, and attracting and retaining the best talents.

All this would not be possible without our stakeholders' unwavering trust and support in pursuing our mission. I therefore want to express our gratitude to the Member States, the European Commission, the European Parliament, the Council, and the other Justice and Home Affairs (JHA) agencies. Collaboration is key in addressing shared challenges and driving progress in navigating regulations, strategies, negotiations and responsibilities.

Above all, I want to thank the eu-LISA staff across our diverse sites. Every milestone achieved demonstrates their collective effort, dedication and sense of mission. Together, we prove that our Agency can overcome complexity and turn any challenge into a learning opportunity to strengthen our capabilities.

I am confident that eu-LISA's dedicated daily work makes Europe safer, fairer and more digitally resilient. I invite you to explore this report and better apprehend our efforts over the past year. The following pages illustrate eu-LISA's continued commitment to translating vision into action and using technology to build trust.

Marili Männik,
Executive Director *ad interim*

Executive summary

eu-LISA's Consolidated Annual Activity Report presents a structured overview of the progress made in implementing its annual work programme 2024 and achieving the objectives outlined in the Single Programming Document 2024–2026. The report aims to provide assurance to eu-LISA stakeholders— EU institutions, Member States and the EU citizens—that the Agency is systematically and consistently committed to its mandate and is efficiently using allocated resources to meet its strategic goals.

This report underscores the Agency's steadfast commitment and reliability as a partner for the European institutions and the Member States, contributing to the implementation of relevant policies in the area of justice and home affairs (JHA), while also ensuring the safety and integrity of the technologies deployed.

Among many other achievements, eu-LISA's key accomplishments in 2024 include:

	Frontex connection to SIS and full access to VIS granted to Bulgaria and Romania	**e-CODEX operational management formal takeover by eu-LISA**
New Eurodac development started with a new approach	**EES baseline functionalities together with sBMS and VIS for EES delivered**	**sBMS readiness for biometric operations confirmed by accuracy evaluation**
EES, VIS for EES and sBMS joint rehearsal for entry into operation	**Two Industry Roundtable events organised**	**JHA Agencies Network 2024 Presidency**
97% implementation rate for outstanding audit recommendations	**100% budget execution for commitments and payments (incl. carry-forward)**	**Internal Control strategy adopted**

Achievements of the year

Throughout the year, eu-LISA continued its efforts to contribute to a fully functioning and resilient Schengen area for the benefit of European citizens. Since all JHA systems managed by the Agency support the implementation of EU policies in the areas of border management, visas, migration and asylum, digitalisation, and also contribute to combating organised crime and terrorism, their continued evolution and maintenance are of critical importance to the EU and eu-LISA.

To that end, the Agency continued with upgrading existing IT systems and developing several new ones, together with the overarching interoperability architecture for the JHA domain, intended to transform border management through digitalisation, delivering an integrated intelligent approach for Europe's internal security, while providing a seamless experience for international travellers heading to the Schengen area.

In light of its new responsibilities in the EU's justice domain, the new digital solutions being developed by eu-LISA contribute to the ongoing modernisation of judicial systems across Europe, while also improving the efficiency of cross-border investigations and prosecutions. In conjunction with driving the digitalisation of the JHA domain, the Agency also focused on cybersecurity and combating threats in the cyber domain, in particular by making the necessary preparations for obligations stemming from new EU regulations on information security and cybersecurity.

As the EU agency responsible for the operational management and development of JHA information systems, eu-LISA continued to serve as a key partner to its stakeholders by delivering state-of-the-art expertise through proactive cooperation and information exchange with EU institutions, agencies, and Member States.

In general, the Agency's work focused on the following annual priorities:

Priority 1: Ensuring efficient operation and implementation of the EU's JHA information systems entrusted to eu-LISA

eu-LISA's main objective is to ensure effective, secure and continuous operation of systems under its mandate, while delivering the required evolutions and preparing for their integration with interoperability components. The Agency ensured the stable operation of the EU's core JHA systems: the Schengen Information System (SIS), together with its automated fingerprint identification system (AFIS); the Visa Information System (VIS), together with its biometric matching system (BMS), and the VIS Mail functionality; the European Asylum Dactyloscopy Database (Eurodac), together with DubliNet; and the European Criminal Records Information System reference implementation (ECRIS RI).

The systems performed in compliance with their respective service-level targets, except for limited short-term unavailability, with SIS availability at 99.78%, VIS at 99.92% Eurodac at 99.91%, and e-CODEX at 99.91%. eu-LISA also ensured the effective operational management of the underlying infrastructure, networks and services, complemented by 24/7 end-user support services for the JHA community, reaching a 97.8% of end-use satisfaction rate. In 2024, the Agency replaced all outdated network switches with state-of-the-art systems across all sites and environments to further improve the quality of services provided to Member States.

In 2024, new users joined the Schengen community, with Bulgaria and Romania granted full access to VIS in April, and Frontex connected to SIS in June.

The Agency continued with the implementation of the Revised VIS to add new functionalities and achieve interoperability with the new systems, primarily EES and ETIAS. An important step in achieving VIS interoperability required the migration of its fingerprint database to the shared biometric matching service (sBMS), allowing the use of all VIS real biometric in the sBMS. Following measurement of biometric accuracy of sBMS for EES was completed, with positive results confirming compliance with quality requirements.

To support the implementation of the Common European Asylum System (CEAS), eu-LISA continued maintaining Eurodac and provided critical system upgrades. Following the adoption of the Pact on Migration and Asylum, the Agency promptly started implementing the new Eurodac with a new development approach and the Screening Regulations, to ensure its timely entry into operation in June 2026 of its key functionalities.

In addition to upgrading existing systems, eu-LISA has been developing new IT systems, together with the overarching interoperability architecture for the JHA domain. In 2024, eu-LISA's main priority was to ensure the delivery of the Entry/Exit System (EES). In 2024, the Agency delivered the EES baseline version with functional scope for compliance testing, which has proved the good quality of the system as most Member States and Europol have completed the testing for both EES and VIS. The Agency also delivered new releases for sBMS covering most of the functional scope (for VIS, EES and ECRIS-TCN). Moreover, as a significant step towards entry into operation, eu-LISA conducted a joint rehearsal exercise in October (together with sBMS and VIS for EES), simulating the full sequence of activities of entry into operation, allowed the Agency to acquire valuable lessons.

However, the Entry/Exit System (EES) together with shared Biometric Matching System (sBMS) and VIS for EES could not enter into operation in November 2024. The entry into operation of EES was delayed due to concerns over core system resilience, i.e. ability to recover from disruptions. In December 2024, the Commission proposed to introduce a progressive start of EES, starting from October 2025, allowing the Member States to deploy the system progressively at their external borders over a six-month transition period.

As for the European Travel Information and Authorisation System (ETIAS), together with updated central system simulator together with the tailored European Search Portal (ESP) simulator, the Agency delivered the updated software specifications and user interface mock-ups to further support Member State preparations for end-to-end business testing. In parallel, eu-LISA continued the iterative system development, launching the national uniform interface (NUI) connection pilot project with Sweden to streamline the connections between end-users and ETIAS central system.

Good progress was also made with **EES preparations for passenger carriers**. Moreover, in 2024, the Agency delivered all EES web services applications, including dedicated web interfaces and mobile applications for travellers and carriers. These are eu-LISA's first internet-based and mobile applications developed in-house.

In alignment with the Commission's vision for the digitalisation of justice, the Agency further increased its engagement with the justice community. On 3 June 2024, eu-LISA reached an important milestone by officially taking over the operational management of the e-CODEX system. To deploy the e-CODEX application, the Agency set up a comprehensive cloud platform (CCP) to provide a secure and agile platform, allowing faster setup and easier scaling of application environments.

As for new systems being developed for the justice domain, considerable progress was made with the European Criminal Records Information System on third-country nationals and stateless persons (ECRIS-

TCN). To facilitate development activities, eu-LISA delivered to the Member States and the EU's justice agencies (Europol, Eurojust and EPPO) the final release of ECRIS-TCN simulator together with two releases covering most functionalities.

eu-LISA also started developing several new digital solutions that will further fortify the existing IT architecture supporting the proper functioning of Schengen. Particularly, the Joint Investigation Teams collaboration platform that will improve the efficiency of cross-border investigations and prosecution, and the Prüm II central router that will provide a secure and reliable communication channel for European law enforcement authorities to combat cross-border crime and terrorism. Throughout the year, the Agency also supported Commission during preliminary meetings on Advance Passenger Information router that will facilitate traveller identification and clearance during the border-crossing.

In addition to the operational management of JHA systems, eu-LISA continued to deliver other associated statutory tasks, such as providing user training to Member States, compiling lists of designated authorities, and preparing annual statistics and performance reports.

Priority 2: Improving the Agency's performance in terms of compliance

Building on the momentum achieved in 2023 in implementing outstanding audit recommendations, eu-LISA focused on addressing the remaining recommendations in the most effective way, reaching an overall implementation rate of 97% by the end of the year with one outstanding recommendation remaining.

In 2024, eu-LISA continued to enhance and strengthen the efficiency and effectiveness of its internal control system. To that end, the Agency assessed its Internal Control Framework and set up a system for ongoing monitoring of identified deficiencies, focusing on improvements in the area contract management related to operational programmes and projects. eu-LISA also adopted its first Internal Control Strategy, together with the accompanying action plan, including the definition of internal controls for the cost calculation methodology. To support organisational development, and improve performance and quality of governance, the Agency continued to implement the Common Assessment Framework (CAF) improvement plan.

The Agency continued strengthening its financial control, as well as budget forecasting and monitoring process, resulting in high budget implementation rate, entirely consuming the voted budget, as well as significantly reducing the level of carry-overs.

The Agency also continued to ensure the highest levels of information security and data protection in full compliance with data protection requirements and rigorous security standards. In particular, eu-LISA focused on the risk assessment of JHA systems and enhancing the security posture of all IT systems under its remit.

Priority 3: Fostering staff engagement by making eu-LISA a great place to work in order to attract and retain new talents

In March, the Executive Director launched a new organisational change initiative – RAISE – to further support the efficient delivery of the Agency's mission, bring added value to stakeholders and cultivate a great place to work. The RAISE initiative also introduced a revised organisational structure, modifying existing departments and creating new ones, along with changes at the level of units and sectors, to better manage our programmes' scopes and enhance software development.

eu-LISA also continued its efforts to increase its occupancy rate by recruiting a large number of new staff members. In support of this, the Agency also updated recruitment practices to significantly shorten the duration of the selection process and effectively utilising reserve lists.

To attract a diverse pool of candidates and ensure that it has the right people in the right positions, eu-LISA continued its proactive talent outreach activities with enhanced employer branding and recruitment strategy – increased presence on social media and active headhunting – which significantly increased the quantity and quality of applications. To boost gender diversity, eu-LISA focused on promoting female applications. The Agency also continued with its internal mobility programme to foster professional growth and capitalise on the competencies of existing staff. Organisational culture and values were reinforced with a focus on gender balance, diversity and inclusion.

Priority 4: Preparing the Agency for the future

To meet increasing operational needs stemming from its expanded mandate, eu-LISA established the Capacity Increase Programme in 2021 to consolidate several interrelated infrastructure projects to ensure sufficient data centre capacity for the efficient and sustainable deployment and management of both new and already existing IT systems, while continuing to guarantee the uninterrupted availability and timely evolution of all systems under its remit. In 2024, the Agency's is focusing on two projects: installing a containerised modular data centre (a flexible and scalable solution that does not require any construction activities) and improving power and cooling capacity at the Strasbourg operational site.

Due to the postponement of the second extension project at the Strasbourg operational site for financial reasons, eu-LISA needed to address the problem of insufficient workspace at its Strasbourg premises. To improve staff working conditions and enhance operational efficiency, eu-LISA signed a lease for a new office building in Strasbourg (ASPIRE), located in the vicinity of the European Parliament.

Moreover, the Agency made efforts to reduce its environmental footprint and improve its energy performance and underwent external audit for EMAS certification[15], confirming the good level of its environmental management system, strengthened with environmental monitoring solutions.

To enhance efficiency and speed up the development process, the Agency began piloting a new way of working by insourcing IT development instead of solely relying on external contractors, taking advantage of an iterative and agile process and cloud capabilities for pre-production. To improve its organisational development and performance, eu-LISA adopted a strategic management action plan to strengthen the management and delivery of the systems under its remit, incorporate new technological advances (sovereign cloud, AI), improve the attraction and retention of talent, and strengthen relations with its stakeholders.

In 2024, the Agency held the Presidency of JHA Agencies Network (JHAAN), focusing on expanding inter-agency cooperation, driving digital transformation, enhancing security and resilience as well as commitment to social responsibility.

Priority 5: Enhancing technologies and innovation

eu-LISA continued to support the Member States, the Commission and EU agencies on issues related to the development and evolution of JHA information systems under its remit, including supporting Advisory Groups and Programme Management Boards.

To ensure the continued evolution of JHA information systems, eu-LISA monitors research, and organises outreach activities with the industry and academia to foster innovation and digitalisation. The Agency finalised the implementation of the Roadmap for Standardisation for Data Quality Purposes. Additionally, the Agency also finalised its Strategy for Research and Innovation for the period of 2025–2027, outlining the overall direction of development and guiding the sustainable evolution of eu-LISA's research function. In 2024 eu-LISA published two-part technology brief on biometric recognition to provide an accessible overview of relevant technologies for eu-LISA and its stakeholders.

The Agency also continued to host industry roundtable events to promote the exchange of views on chosen focus areas, and showcase innovative technologies, products and services, while also addressing the needs and capability gaps of Member States. The first roundtable was held in June, in Antwerp, Belgium, under the title 'Going to the Cloud: Why it matters for the EU public sector and how to make it work' to discuss the transformative potential of sovereign cloud technologies for the public sector. And the second roundtable was held in November, in Budapest, Hungary, together with the Hungarian Presidency, under the title 'EU Justice and Home Affairs in the Age of AI: fostering innovations and managing risks' to discuss the challenges and opportunities of using AI-based solutions in the JHA domain.

Moreover, eu-LISA continued developing its biometrics portfolio. In particular, under the EU Innovation Hub for Internal Security, the Agency set up a new cluster focusing on biometric data quality and evaluation of biometric recognition systems.

Management and internal control assessment

The second and third parts of this report provide an overview of the Agency's management in 2024, including the summary of the annual internal control framework (ICF) assessment report, the summary overview of audits, and follow-up on observations from the discharge authority.

The Agency is developing a complex set of intricate large-scale IT systems and is evolving in a dynamic environment that requires agility, while ensuring compliance with the EU rules. These circumstances create additional challenges and pressure on the Agency's work and its organisation.

The 2024 ICF assessment report concluded that eu-LISA's internal control system is present, functioning and effective, although some improvements are still needed. Various audits, including by the European Court of Auditors (ECA), have also pointed out areas for improvement. Throughout 2024, the Agency remained fully committed to making improvements in identified deficiency areas, focusing on contract management related to operational programmes and projects. eu-LISA also made efforts to close the remaining audit recommendations in the most effective way, giving priority to the most urgent ones and those that have been pending for the longest period.

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[15] The Agency received EMAS certification on 1 April 2025.

ACHIEVEMENTS

ACHIEVEMENTS

Throughout 2024, eu-LISA continued its efforts to contribute to a fully functioning and resilient Schengen area through the efficient management of the EU's large-scale IT systems that facilitate integrated border management and cooperation between law enforcement authorities across Europe. eu-LISA's activities contribute to the EU's internal security and free movement, affecting hundreds of millions of people living in Europe and travelling to the Schengen area from all over the world.

The Agency's mandate and core operational activities contribute to implementing EU policies in the domain of justice and home affairs (JHA), focusing on border management, internal security, migration and asylum, visas, and justice. Taking guidance from the Commission's strategies for the Schengen area and the EU Security Union, eu-LISA's focus remains on activities that contribute to building a **strong European security ecosystem**, primarily by managing and developing IT systems an digital solutions to further enhance border control and law enforcement cooperation and engaging in security-related research and innovation.

Over the past years, eu-LISA has been focused on upgrading and developing IT systems that will ultimately make up a **comprehensive interoperability architecture for the JHA domain**. This includes the upgrade and evolution of existing JHA information systems that constitute the cornerstones of the Schengen architecture. Together, these interoperable systems will transform border management through digitalisation, delivering an integrated intelligent approach to ensuring Europe's internal security, while also providing a seamless experience for travellers headed to the Schengen area.

While continuing to step up its efforts in **driving the digitalisation of the EU's JHA domain**, the Agency also focused on **cybersecurity** and combating threats in the cyber domain, by making necessary preparations for obligations stemming from new EU regulations on cybersecurity and information security. Moreover, eu-LISA has been entrusted with the development of several **new digital solutions** that will further fortify the existing Schengen architecture, i.e., Joint Investigation Teams collaboration platform, Prüm II and API-PNR routers. Additionally, eu-LISA contributed to the EU security cooperation platform EMPACT by participating in operational action plans on migrant smuggling, firearms, and cyber-attacks.[16]

eu-LISA also continued to expand its contribution to the EU's justice domain in alignment with the Commission's vision for the **digitalisation of justice** by increasing its engagement with the justice community and establishing closer partnerships.[17]

As the EU Agency responsible for the operational management and development of JHA information systems, eu-LISA serves as a key partner to the Member States, EU institutions and agencies by delivering state-of-the-art expertise through engaging in proactive cooperation and information exchange with its stakeholders.

Gearing up for the future

On 14 March 2024, eu-LISA's Executive Director launched a **new organisational change initiative** – **RAISE** – to further support the efficient delivery of the Agency's mission, bring added value to stakeholders and cultivate a great place to work.[18] The RAISE initiative also introduced a **revised organisational structure**, modifying existing departments and creating new ones, along with changes at the level of units and sectors, to better manage our programmes' scopes and enhance software development.

Furthermore, to enhance efficiency and speed up the development process, the Agency began **piloting a new way of working** by insourcing IT development instead of solely relying on external contractors, also taking advantage of an iterative and agile process, as well as cloud capabilities for pre-production.

To improve its organisational development and performance, eu-LISA adopted a **strategic management action plan** to strengthen the management and delivery of the systems under its remit, incorporate new technological advances (sovereign cloud, AI), improve the attraction and retention of talent, and strengthen relations with its stakeholders.

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[16] For more, please visit the Commission's page on *EMPACT (European Multidisciplinary Platform Against Criminal Threats)*.

[17] Communication from the Commission on the *Digitalisation of Justice in the EU: A Toolbox of Opportunities*, COM (2020) 710 final.

[18] *Renew* our ways of working to be ready for what's ahead. *Agility* and transversality to foster a "non-silo" approach. *Impact* to deliver clear value to our stakeholders. *Simplify* our processes and enhance compliance. *Empower* and engage to build a great place to work.

SIS	SCHENGEN INFORMATION SYSTEM
	in operation

SIS is Europe's largest and most widely used IT system for internal security and border management, facilitating information exchange through alerts on wanted or missing persons and objects, together with instructions for competent national authorities. As such, SIS is a key component of the Schengen architecture, enabling smart and efficient management of the EU's external borders and contributing to internal security.[20]

Key highlights

Frontex connection to SIS successfully completed in June

Security and free movement enhanced across the Schengen area

SIS connection to ETIAS completed design and functional testing

Key performance indicators

99.78%
AVAILABILITY
PARTIALLY ON TARGET

100%
RESPONSE TIME
ON TARGET

Operational management

The Agency ensured the effective and continuous operation of the SIS central system and its biometric functionality AFIS (automated fingerprint identification system), providing system end-users (i.e., national authorities and the EU agencies) with uninterrupted availability and continuity, as well as proactive and high-quality operational support.

The performance of SIS and AFIS remained within requisite service-level targets, with availability at 99.78% and response time at 100%, except for two critical incidents in the central system, amounting to total unavailability of 3 hours and 32 minutes.

In June, the Agency integrated Frontex with SIS, the last stakeholder to connect as per the current plan. This integration allows Frontex's return and migration management support teams to access and search data in SIS, enabling them to carry out tasks related to border checks, border surveillance and returns.

System usage: data stored and operations

93.2 million
ALERTS IN DATABASE
+3% vs 2023
98.2% ON PERSONS
1.8% ON OBJECTS

15 billion
SEARCHES
+2% vs 2023
0.05% BIOMETRIC **(+66%)**
99.95% ALPHANUMERIC **(+2%)**

397 804
HITS ON FOREIGN ALERTS
+11% vs 2023

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[19] Note on structure: The thematic grouping of systems in this report is intended to support clarity and ease of reading. However, it does not fully reflect the complex relationships between systems or their contributions across multiple policy areas. Many systems support several operational domains simultaneously, and their impact often extends beyond the boundaries of a single chapter (e.g., SIS contributes to border management and migration, API to border management, Eurodac also supports border management). This structure should therefore be seen as a narrative aid rather than a strict classification of system roles.

[20] *Regulations (EU) 2018/1860, 2018/1861*, and *2018/1862*, OJ L 312, 07.12.2018, and *Regulation (EU) 2022/1190*, OJ L 185, 12.07.2022.

Upgrades and evolutions

Following the successful launch of the renewed SIS in March 2023, eu-LISA focused on defining the overall architecture and functionalities of several upcoming evolutions for continuous system improvements. In 2024, eu-LISA finalised the high-level design for the new SIS information alert, the SIS application management and analytics tool, and the migration of SIS central system to common shared platform (CSP).

To modernise SIS infrastructure, reduce future maintenance costs and improve both performance and business continuity, eu-LISA made significant progress with migrating SIS core database with new solution ready for final validation and verification before production. The Agency also upgraded SIS hardware to meet growing data and search requirements and keep up with latest technology standards.

Additionally, the Agency finalised a key study for SIS data management operations, analysing the entire data processing chain to improve data integrity and application performance, together with enhancing the scalability, flexibility and resilience of managing large data volumes, with a particular attention on preventing data loss.

> **How SIS benefits Member States and EU citizens: a practical example**
>
> A child abducted by their father was safely reunited with the mother within two days through a coordinated rescue operation. An alert was entered in SIS for father's vehicle plate, enabling a cross-border effort that involved French, Swiss, German, and Danish authorities who tracked the vehicle as it travelled from France through Switzerland and Germany to Denmark, where the abductor was apprehended. In this case, the authorities made use of two key SIS functionalities: **European Arrest Warrant alert** and automated search enabled by **Automated Number Plate Recognition (ANPR) technology**.

Interoperability readiness

The Agency focused on implementing interfaces necessary for ensuring SIS interoperability readiness with particular focus on establishing the connection with the European Travel Information and Authorisation System (ETIAS) to enable automated searches for assessing the applicant's right of entry, as well as other services to system end-users. As a significant achievement, in 2024, the Agency completed the design and functional testing of the required interconnection module.

Progress per tasks and projects[21]

Project/non-project task	Key deliverables
Operational management	
Key objectives: ■ effective and continuous operation of the SIS central system (incl. AFIS) and support for end-users, ■ uninterrupted system availability and efficient performance of the SIS central system (incl. AFIS).	
SIS and AFIS maintenance business as usual	**Delivered** ■ effective and continuous maintenance, ■ data consistency checks: data quality and demand management workshops.
SIS support to end-users business as usual	**Delivered** ■ operational support during deployment of new releases, ■ continued support to test and qualification campaigns, ■ concluded technical preparations for integrating Frontex.
SIS transition to TEF/TOF[22] project delivery: 2024	**Ongoing – delayed** ■ completed TEF/TOF contractor onboarding, last one to be finalised in 2025.

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[21] As per work programme outlined in eu-LISA's Single Programming Document 2024–2026. **On track:** delivery is on schedule. **Ongoing – activity ongoing**: continuing beyond 2024. **Ongoing – delayed**: activity ongoing, experiencing significant delays. **Postponed**: activity did not start in 2024. **Other:** activity merged with another or cancelled, deprioritised or put on hold.
[22] **TEF** – Transversal Engineering Framework, **TOF** – Transversal Operational Framework.

Project/non-project task	Key deliverables

Upgrades and evolution

Key objectives:
- delivering required evolutions: new information alert, automated facial recognition functionality, SIS central system capacity increase.

SIS new information alert[23]
project delivery: 2024
new delivery date: 2026 (incl. FSA)

Ongoing – delayed: delivery date updated to focus on SIS-ETIAS connection
- completed high-level design,
- finalising requirements analysis.

Oracle database move
project delivery: 2024
new delivery date: 2025

Ongoing – delayed: delivery date updated due to technical complexity
- completed database migration to pre-production environment,
- configured the production environment and started data migration,
- ongoing testing at central and national level, incl. resolving detected issues.

SIS application management and analytics tool
project delivery: 2025
new delivery date: 2026 (incl. FSA)

Ongoing – delivery date updated
- completed high-level design,
- ongoing requirements analysis.

SIS active-active setup
project delivery: 2025
new delivery date: 2028 (incl. FSA)

Postponed
- active-active setup to be implemented in the application layer in 2028.

SIS central system migration to CSP
project delivery: 2026
new delivery date: 2028 (incl. FSA)

Ongoing – delivery date updated
- completed high-level design,
- ongoing requirements analysis,
- ongoing transfer of SIS interconnection module to CSP.

SIS facial recognition
project delivery: 2027
new delivery date: 2028 (FSA in 2029)

Ongoing – delivery date updated due to revision of Interoperability Roadmap
- ongoing requirements analysis,
- high-level design postponed due to ongoing finalisation of legal provisions.

SIS capacity increase
project delivery: 2027 (FSA in 2028)

Ongoing
- ongoing requirements analysis and high-level design.

Interoperability readiness

Key objective:
- establishing connections with ETIAS, VIS and interoperability components: ESP, sBMS, MID, CRRS.

SIS connection with ETIAS
project delivery: 2025
new delivery date: 2026 (FSA in 2027)

Ongoing – delivery date updated due to revision of Interoperability Roadmap
- **completed design and build**, incl. design and security documents,
- completed functional testing.

SIS connection with VIS
project delivery: 2027 (FSA in 2028)

Ongoing
- ongoing requirements analysis and high-level design.

SIS connection with interoperability components
project delivery: 2027 (incl. FSA)

Ongoing
- **completed high-level design**,
- finalising requirements analysis, incl. Screening Regulation requirements.

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[23] *Regulation (EU) 2022/1190*, OJ L 185, 12.7.2022, p. 1.

PRÜM II — AUTOMATED DATA EXCHANGE FOR POLICE COOPERATION

in development

The new router will modernise information exchange and reinforce cooperation between European law enforcement authorities to prevent, detect and investigate cross-border criminal and terrorist offences. Establishing a new single connection between national databases and Europol will enable automated and more systematic data exchange, while also expanding the available data from DNA, fingerprints, and vehicle registration to facial images and police records.[24]

Key highlights

Conceptual design and user stories finalised

Key performance indicators

No budget spent	No deviation	No deviation
PROJECT COST	**PROJECT SCHEDULE**	**PROJECT SCOPE**
NOT APPLICABLE	ON TARGET	ON TARGET

Implementation

In April, eu-LISA started defining requirements for a secure and reliable single communication channel with additional functionalities and a connection to interoperability architecture.[25] In 2024, the Agency finalised the conceptual design of the new router, providing a high-level architecture of its building blocks and communication. In parallel, eu-LISA supported the Commission by providing technical input for the router's biometric requirements, technical and security architecture.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Implementation	
Key objectives: ■ developing the Prüm II central router.	
Prüm II central router implementation project delivery: 2027 (incl. FSA)	**Ongoing** ■ ongoing high-level design and requirements analysis, ■ contribution to the preparation of secondary legislation.

API — ADVANCE PASSENGER INFORMATION

The API-PNR router will establish a direct connection between air carriers and competent border authorities to facilitate traveller identification and clearance during the border-crossing process by collecting and transferring traveller data and flight information from air carriers to national authorities ahead of arrival.[26] Once operational, the new router will contribute to improving carrier compliance with the obligation to communicate relevant data, while also reducing the risk of errors and abuse, thus preventing threats to internal security and supporting more efficient response to illegal immigration.

In 2024, eu-LISA supported the Commission during preliminary meetings with industry and the Member States.

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[24] *Regulation (EU) 2024/982 (Prüm II)*. For more, please visit DG HOME's dedicated page on *EU law enforcement cooperation*.

[25] Development did not start due to the insufficient maturity of the draft impact assessments.

[26] *Regulations (EU) 2025/12* and *2025/13*, OJ L, 08.01.2025.

VIS | VISA INFORMATION SYSTEM

in operation

As one of the core elements of the Schengen architecture, VIS supports the EU's common visa policy by assisting European visa authorities in processing visa applications and managing short-stay visas for third-country nationals travelling to or transiting through the Schengen area. With its biometric search functionality, enabling identification at the borders, it helps combat visa fraud by identifying persons not fulfilling the conditions for entry or staying in the Schengen area.[27]

Key highlights

Bulgaria and Romania full access to VIS enabled in April

VIS for EES all required functionalities successfully delivered

Successful rehearsal for BMS to sBMS migration of biometric data

Key performance indicators

Source: SLA and monthly service reports

99.92%
AVAILABILITY
PARTIALLY ON TARGET

99.89
RESPONSE TIME
PARTIALLY ON TARGET

Operational management

The Agency ensured the effective and continuous operation of the VIS central system and its biometric matching system (BMS), providing system end-users (i.e., national authorities and Europol) with uninterrupted availability and continuity, as well as proactive and high-quality operational support.

The performance of VIS remained within requisite service-level targets, with availability at 99.92% and response time at 99.89% without any critical incidents.

In April, eu-LISA enabled full access to VIS for Bulgaria and Romania, lifting checks on persons at internal air and sea borders (not yet for land borders), thus marking their partial accession to the Schengen Area.

System usage: data stored and operations[28]

46 million
VISA APPLICATIONS STORED
-9.8% vs 2023
| 42 million | FINGERPRINT SETS (**-10.3%**) |
| 46 million | FACIAL IMAGES (**-10.2%**) |

259
OVERALL OPERATIONS
+22.8% vs 2023
| 12 million | VISA APPLICATIONS CREATED (**+20%**) | 7.6 million | BIOMETRIC SEARCHES (**+8.57%**) |
| 32 million | APHANUMERIC SEARCHES (**+48%**) | 7 million | BIOMETRIC AUTHENTICATIONS (**+16.7%**) |

Upgrades and evolutions

The Revised VIS Regulation introduces new functionalities – notably, the integration of long-stay visas and residence permits – aimed at enhancing security checks of visa applicants.[29] It requires a significant update of the central system and redesigning business processes. Despite the complex technical requirements and ongoing secondary legislation, throughout 2024, eu-LISA progressed with updating overall architecture and necessary specifications for these new functionalities.

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[27] *Council Decisions 2004/512/EC*, and *2008/633/JHA*, *Commission Decision 2008/602/EC*, *Regulation (EC) No 767/2008*, and *Regulations (EU) No 2021/1133*, and *2021/1134*.

[28] As per retention policy: applications (incl. fingerprints/facial images) automatically deleted after 5 years. In 2024, data stored in 2019 was deleted.

[29] *Regulation (EU) 2021/1134* of 7 July 2021 for the purpose of **reforming the Visa Information System**, OJ L 248, 13.07.2021.

Interoperability readiness

In 2024, the Agency continued focusing on developing interfaces necessary for ensuring VIS interoperability readiness with particular focus on connection with the Entry/Exit System (EES). The direct communication channel with EES to retrieve visa-related data from VIS (identity verification and visa validity) has been established on the VIS side. In 2024, eu-LISA provided testing environments for the Member States to facilitate national development and supported them with their compliance testing for meeting the requirements.

An important step in achieving VIS interoperability was migrating fingerprint data (46 million files) from BMS to the shared biometric matching service (sBMS) by June. The Agency reached a critical milestone by using VIS real biometric data to support the sBMS accuracy measurements in view of the future EES.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ effective and continuous operation of the VIS central system (incl. BMS) and support for end-users, ■ uninterrupted system availability and efficient performance of the VIS central system (incl. BMS).	
VIS maintenance business as usual	**Delivered** ■ effective and continuous maintenance, ■ technical preparations for enabling full access to Bulgaria and Romania.
Upgrades and evolution	
Key objectives: ■ delivering the required evolutions, i.e., implementing additional functionalities from Revised VIS, ■ initiating preparations for the development of EU's visa application platform (EU VAP).	
VIS legacy system decommissioning project delivery: 2025 new delivery date: 2028	**Postponed – due to revision of Interoperability roadmap** ■ current VIS must be maintained until entry into operation of Revised VIS.
Revised VIS implementation project delivery: 2027 new delivery date 2027 (FSA in 2028)	**Ongoing – delivery date updated due to revision of Interoperability roadmap** ■ requirements analysis and high-level design, incl. updating design documents for Screening Regulation (interface control and detailed technical specification), ■ supporting the Commission with finalising secondary legislation.
EU VAP implementation project delivery: 2027 new delivery date 2028 (FSA in 2029)	**Ongoing – delivery date updated due to the Commission's request for reprioritisation** ■ supporting the Commission with drafting secondary legislation.
Interoperability readiness	
Key objectives: ■ establishing the connections with EES, ETIAS and interoperability components: ESP, CIR, MID.	
VIS connection with EES project delivery: 2027 new delivery date 2025 (FSA in 2025)	**Ongoing – delivery date updated due to revision of Interoperability roadmap** ■ concluded Member States' compliance testing, ■ ongoing migration of the VIS biometric search functionality to the shared biometric matching service (sBMS) with data export and migration rehearsals, ■ VIS-EES ready to go live on the VIS side.
VIS connection with ETIAS and interoperability components project delivery: 2025 **new delivery date 2026** (for ETIAS, with FSA in 2027); 2027 (for Interoperability components, with FSA in 2028)	**Ongoing – delivery date updated due to revision of Interoperability roadmap** ■ ongoing requirements analysis and high-level design.

EES | ENTRY/EXIT SYSTEM

in development

The EES is one of the new IT systems aimed to modernise the management of the EU's external borders by replacing the manual stamping of passports with automated border checks. The system will enable electronic registration of non-EU nationals crossing the external borders of the Schengen area for a short stay and recording refusals of entry. As such, it will facilitate the monitoring of authorised stays and the identification of overstayers, reinforcing the security of the Schengen area and contributing to the prevention of irregular migration. The automation of border checks will also support the Member States in managing increasing traveller flows, speeding up border crossing, while also optimising procedures at crossing points.[30]

Key highlights

EES baseline functionalities delivered to Member States and Europol

EES web services delivered successfully

First-time delivery of internet-based application and mobile application

Key performance indicators[31]

No deviation
PROJECT COST
ON TARGET

Deviation of 1 year
PROJECT SCHEDULE
NOT ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Implementation

Throughout 2024, the Agency actively focused on achieving the technical readiness of EES. At the end of January, eu-LISA reached a major milestone in the system's development by delivering EES with all functionalities. Subsequent testing results of Member States and Europol confirmed the good quality of the delivered system design. Although the system's technical readiness had been achieved, the Agency continued with testing to meet resilience-related quality targets, which prevented some Member States for declaring their readiness.

The entry into operation of EES was delayed due to concerns over core system resilience, i.e. ability to recover from disruptions. In December 2024, the Commission proposed to introduce a progressive start of EES, starting from October 2025, allowing the Member States to deploy the system progressively at their external borders over a six-month transition period.[32]

As a significant step towards entry into operation, eu-LISA conducted a rehearsal exercise in October to assess the end-to-end business processes and interaction with national systems. Simulating the full sequence of activities of entry into operation, allowed the Agency and end-users to improve preparedness and address identified gaps effectively.

Interoperability readiness

The Agency focused on implementing the interfaces necessary for ensuring EES interoperability readiness, with particular focus on the connection with VIS for automated retrieval of visa-related data to enhance border checks. In 2024, eu-LISA continued testing overall system functions between EES, VIS and sBMS. Additionally, the measurement of biometric accuracy of sBMS for EES was completed, with positive results confirming compliance with quality requirements.

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[30] *Regulation (EU) 2017/2225* and *2017/2226*, OJ L 327, 09.12.2017.

[31] Compared to Interoperability roadmap as at 31 December 2024. On project cost: as detailed in the biannual progress reports, the costs for the core development of EES remained within the envelope defined by the initial LFS and MFF 2021–2027.

[32] As per the revised timeline endorsed by *Justice and Home Affairs Council on 5 March 2025*.

EES/ETIAS web services

To ensure the streamlined processing of incoming travellers, EES and ETIAS will provide shared web services for passenger carriers (airline, maritime and road) and travellers, enabling them to check the validity of travel documents prior to boarding. In 2024, the Agency delivered all EES web services applications, including dedicated web interfaces and mobile applications for travellers and carriers. These achievements mark significant milestones for eu-LISA: the carrier web portal and the system-to-system interface software are eu-LISA's first internet-based applications and mobile application developed in-house. In parallel, the Agency also finalised the requirements for the online tools for carrier onboarding and support – a scalable solution to register, onboard, report issues and seek assistance when using EES, together with a chatbot with translation capabilities for the webpage and mobile application.

Throughout the year, the Agency continued onboarding registered carriers to connect their systems to EES. By the end of the year, a 97% of the carrier community, had completed testing and are ready for operations.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives:	
■ uninterrupted services and support (no interruption due to lack of valid licence and support).	
EES hardware, COTS support and licence maintenance business as usual	**Delivered** ■ timely renewal of EES licences and support, and configuration of hardware and commercial off-the-shelf (COTS) software for EES, VIS and BMS.
Web Services hardware, COTS support, licence maintenance business as usual	**Delivered** ■ timely renewal of EES licences and support, and configuration of hardware and commercial off-the-shelf (COTS) software for EES, VIS and BMS.
Implementation	
Key objectives:	
■ finalising the implementation of EES and web services.	
EES implementation project delivery: 2024 (delivery), 2025 (FSA) **new delivery date 2025** (6-month progressive transition period, FSA in 2026)	**Ongoing – delayed due to the non-readiness of system resilience and delayed national level** ■ delivered all EES baseline functionalities for the Member States and Europol, incl. VIS evolutions and sBMS, accuracy measurement exercise, ■ provided stable testing environments, compliance tests completed by Europol and 28/29 Member States, business testing ongoing until entry into operation, ■ ongoing transition into operation: rehearsal for entry into operation, setting up tools and communication channels with the Member States.
Web services implementation project delivery: 2025 (FSA) new delivery date 2026 (incl. FSA)	**Ongoing – delivery date updated due to the revision of IO roadmap** ■ **delivered all web services applications** (system-to-system interface, web portal, webpage, application), online onboarding and support tool, ■ **set up security operations centre and carrier test support service,** ■ ongoing carrier registration/ onboarding, incl. regular stakeholder meetings.
Web Services transition into operation project delivery: 2025 new delivery date: 2026	**Ongoing – delivery date updated due to the revision of IO roadmap** ■ ongoing, incl. providing training of the operational management.
Interoperability readiness	
Key objectives:	
■ establishing the connections with VIS, ETIAS, and interoperability components (ESP, sBMS, MID, CRRS).	
EES connection with ETIAS project delivery: 2025 **new delivery date** 2026 (FSA in 2027)	**Ongoing – delivery date updated due to the revision of IO roadmap** ■ ongoing requirements analysis and high-level design.
EES connection with interoperability components project delivery: 2026 (EiO), FSA in 2027 **new delivery date** 2027 (FSA in 2027–2028)	**Ongoing – delivery date updated due to the revision of IO roadmap** ■ ongoing requirements analysis and high-level design, ■ impact assessment on the quality of latent and palmprints, addressing all operations for EES, VIS, ECRIS-TCN and SIS, ■ working on standalone reporting functionality to cover first operation period before integration with CRRS, impact assessment for CRRS components.

ETIAS   EUROPEAN TRAVEL INFORMATION AND AUTHORISATION SYSTEM

in development

Complementing the Entry/Exit System, ETIAS will introduce an online pre-travel authorisation for visa-exempt third-country nationals travelling to the Schengen area for a short stay. In addition to facilitating border-crossing procedures for legitimate travellers, this pre-travel screening system will enable advance identification of potential security, migration or public health risks that may give grounds for denying entry to 30 European countries. ETIAS travel authorisations will be checked by carriers prior to boarding and also by border guards at the external border. In addition, ETIAS and EES will provide joint web services for carriers and travellers.[33]

Key highlights

ETIAS software specifications and **user interface mock-ups** delivered

ETIAS central system simulator together with tailored **ESP simulator** delivered

ETIAS software and ESP queries **first-time access for end-users**

Key performance indicators[34]

No deviation
PROJECT COST
ON TARGET

No deviation
PROJECT SCHEDULE
ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Implementation

Throughout 2024, eu-LISA worked toward completing ETIAS central system design, despite the dependencies with EES shared components (i.e. web services) and interoperability specifications. In addition to delivering the updated **central system simulator** together with the **tailored European Search Portal (ESP) simulator**, the Agency also delivered the **updated software specifications and user interface mock-ups**, to further support Member States in preparation and testing their national systems, together with Frontex and Europol.

In parallel, eu-LISA continued iterative system development. To prepare for the upcoming testing, the Agency launched the **national uniform interface (NUI) connection pilot project** with Sweden to streamline the connections between end-users and ETIAS central system. In addition, the Agency also provided end-users **access to the ETIAS software and ESP queries**, supported by a simulator to create synthetic data (similar to real-world conditions) for their end-to-end business testing.

As for web services, the components are implemented as part of the planned development of the EES web service and will be reused by ETIAS, as they will serve both EES and ETIAS.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ▪ continuity of outsourced ETIAS engineering and operational services delivered by new contractors.	
ETIAS handover to TOF project delivery: 2025	**Postponed** ▪ activity will start in 2025.
Implementation	
Key objectives: ▪ implementing ETIAS and finalising implementing web services.	
ETIAS implementation project delivery: 2025 new delivery date 2026 (FSA in 2027)	**Ongoing – delivery date updated due to revised Interoperability roadmap** ▪ **finalising analysis and design**: updating the design of documents (i.e., business use cases, data protection impact assessment, interface control), requirements collected for carriers onboarding and support tool and chatbot, ▪ **central system development**: delivered updated simulator with tailored ESP simulator, several software mock-ups, orchestration component simulator, and watchlist, adaption of national uniform interfaces, internet zone preparations, ▪ ongoing testing at central/national level (i.e., connectivity and business testing),

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[33] *Regulations (EU) 2018/1240*, and *2018/1241*, OJ L 236, 19.09.2018.
[34] Compared to Interoperability roadmap as at 31 December 2024.

Project/non-project task	Key deliverables during the reporting period
	incl. ETIAS core zone (continuous integration, delivery and deployment pipeline,
	■ collaboration with Frontex on the operational support model, and with Europol on databases connection,
	■ supporting the Commission with finalisation of secondary legislation: ETIAS consequential amendments, Revised VIS, new Eurodac, Screening Regulation.

Interoperability readiness

Key objectives:
- ■ establishing the connections with VIS, SIS, EES and interoperability components: ESP, MID, CRRS.

ETIAS connection with VIS and interoperability components project delivery: 2026 new delivery date 2026 (FSA in 2027)	Ongoing – delivery date updated due to revised Interoperability roadmap ■ ongoing requirements analysis and high-level design for connection with VIS, SIS and EES, and support to MID links management, ■ testing integration with interoperability components: ESP, CIR, CRRS.

1.3. MIGRATION AND ASYLUM

Eurodac — EUROPEAN ASYLUM DACTYLOSCOPY DATABASE

in operation

Eurodac is the EU digital fingerprint database, used for establishing which Member State is responsible for the examination of asylum applications. The system assists Member States in determining if an applicant has previously claimed asylum in an EU country by comparing the fingerprints of new applicants with those in the database. Eurodac is also used to identify the persons apprehended due to unlawful border crossings and illegal stay in the Schengen area. National law enforcement agencies and Europol may access the database under strict conditions to prevent, detect or investigate terrorist or serious criminal offences.[35]

Key highlights

New Eurodac development started with a new approach

First set of business and technical documentation delivered

DubliNet certificates renewed

Key performance indicators

99.91%
AVAILABILITY
PARTIALLY ON TARGET

99.99%
RESPONSE TIME
ON TARGET

System usage: data stored and operations[36]

7.7 million
DATASETS STORED
(FINGERPRINTS SETS)

+4% vs 2023

| 7.3 million | ASYLUM SEEKERS (+5%) |
| 0.4 million | IRREGULAR BORDER CROSSINGS (-10%) |

1.4 million
DATA TRASMITTED

-17% vs 2023

| 829 000 | ASYLUM SEEKERS (-17%) |
| 212 000 | IRREGULAR BORDER CROSSINGS (-29%) |

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[35] *Commission Regulation (EC) No 1560/2003*, and *Regulations (EU) No 603/2013*, and *604/2013, 2024/1356* and *2024/1358*.
[36] As per retention policy: 10 years for asylum applications, 18 months for irregular border crossings.

Operational management

The Agency ensured the effective and continuous operation of the Eurodac central system together with DubliNet, providing system end-users (national authorities and EU agencies) with uninterrupted availability and continuity, as well as proactive and high-quality operational support.

The performance of Eurodac remained within the required service-level targets, with availability at 99.91% and response time at 99.99%, except for two critical incidents in the central system with a total unavailability of 4 hours and 18 minutes.

Implementation

The adoption of the new Eurodac regulation (and Screening Regulations) in May 2024, under the EU's **Pact on Migration and Asylum**, will significantly expand the system's scope, transforming the existing fingerprint database into a **fully-fledged asylum and migration database**.[37] The changes will introduce alphanumeric data and facial biometrics to speed up and enhance the asylum application process, while supporting asylum system and the detection of unauthorised movements within the Schengen area. The integration with the interoperability architecture will enable searches and cross-checking of identities across all JHA systems.

Since Eurodac's **entry into operation by 12 June 2026** is a critical precondition for implementing other elements of the Pact, the Agency immediately kicked off its implementation on 12 June 2024, starting with requirements analysis and high-level design, prioritising key functionalities. In December, eu-LISA achieved an important milestone by reaching agreement on the main business and technical requirements with Member States, the Commission and Europol. To enhance efficiency and speed up development, the Agency began piloting a new way of working by insourcing IT development instead of solely relying on external contractors, also taking advantage of an iterative and agile process, as well as cloud capabilities for the pre-production.

Upgrades and evolution

Throughout 2024, eu-LISA continued maintaining Eurodac and provided **critical system upgrades**, which included upgrading the biometric matcher, the database management system, the synchronisation mechanism between the central unit in Strasbourg and the backup central unit in Austria and replaced hardware components reaching the end of vendor support. The Agency also **renewed DubliNet certificates** to ensure the highest compliance with security standards, best practices, and European Data Protection Supervisor (EDPS) audit recommendations.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ effective and continuous operation of the Eurodac central system (incl. DubliNet) and support for end-users, ■ uninterrupted system availability and efficient performance of the Eurodac central system (incl. the DubliNet).	
Eurodac and DubliNet maintenance business as usual	**Delivered** ■ effective and continuous maintenance, incl. renewed DubliNet certificates, ■ transitioned to transversal engineering and operational framework (TEF/TOF).
Upgrades and evolution	
Key objectives: ■ delivering required evolutions: DubliNet upgrade, Eurodac hardware replacement and software upgrade.	
DubliNet upgrade following Dublin Recast project delivery: 2026 (incl. FSA)	**Ongoing** ■ ongoing requirements analysis and high-level design.
Eurodac upgrades project delivery: 2026	**Ongoing** ■ delivered minimal upgrades, incl. replaced hardware and upgraded software reaching the end of support.

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[37] *Regulation (EU) 2024/1358*, OJ L, 2024/1358. For more, see DG HOME's dedicated page on the *Pact on Migration and Asylum*.

Project/non-project task	Key deliverables during the reporting period

Implementation and interoperability readiness

Key objectives:

- start implementing the new Eurodac Regulation (and Screening Regulations), incl. establishing connections with Revised VIS, ETIAS, and interoperability components: CIR, CRRS.

Eurodac Recast and connection with interoperability components project delivery: 2026 EiO, 2027 FSA[38]	**Ongoing** ■ concluded requirements analysis, finalising high-level design, incl. alignment and prioritisation of key functionalities and drafting new architectural vision, ■ ongoing impact assessment for the best solution for the central system, ■ supporting the Commission with finalising secondary legislation.

1.4. JUSTICE COOPERATION

ECRIS — EUROPEAN CRIMINAL RECORDS INFORMATION SYSTEM

ECRIS RI in operation, ECRIS-TCN in development

In the EU, prior convictions must be considered when deciding criminal sentences. Information on criminal records is exchanged via the European Criminal Records Information System (ECRIS), a decentralised system for which eu-LISA provides the reference implementation interface (ECRIS RI) that enables communication between criminal record registers of the EU Member States and the UK.[39]

ECRIS-TCN, a new centralised hit/no-hit system, will supplement ECRIS with information on criminal records of third-country nationals (TCN) and stateless persons convicted in the EU. Together these systems will help judicial authorities obtain comprehensive information on the criminal history of TCNs, regardless of the Member State where they were previously convicted, thus contributing to implementing the principle of mutual recognition of sentences and judicial decisions across Europe.[40]

Key highlights

ECRIS-TCN simulator final release delivered to end-users

Two ECRIS-TCN releases, covering most functionalities, delivered

ECRIS-TCN development started with Agile practices

Key performance indicators[41]

100%
COMPLIANCE WITH SLA
ON TARGET

Deviation <5%
PROJECT COST
ON TARGET

Deviation <5%
PROJECT SCHEDULE
ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Operational management

The Agency ensured the effective and continuous operation of ECRIS RI, providing system end-users (judicial authorities) with uninterrupted availability and continuity, as well as proactive and high-quality operational support. The performance of ECRIS RI, incl. ticket handling, remained within service-level targets.

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[38] Entry into operation will take place in two phases: first package of functionalities will be delivered in June 2026 (incl. connection with ESP, sBMS, CIR), and the remaining functionalities in December 2026, i.e., connection with VIS, ETIAS, MID, CRRS.

[39] The majority of EU countries are currently connected to ECRIS via the ECRIS reference implementation maintained by eu-LISA, while four Member States use their own national implementation (NI) solutions.

[40] *Regulation (EU) 2019/816*, and *Regulation (EU) 2024/1352*.

[41] Compared to the Interoperability Roadmap 2023 as at 31 December 2024.

Implementation

The Agency made considerable progress with the iterative implementation of ECRIS-TCN. During 2024, eu-LISA delivered to the Member States and EU agencies (Europol, Eurojust and the EPPO) the final release of ECRIS-TCN **interface software and central system simulator**, covering most of the scope and major functionalities, thus facilitating development activities and providing a strong baseline for testing.

In addition, eu-LISA delivered the ECRIS-TCN **first release,** covering main system functionalities, including a new architectural approach to mitigate dependencies over shared components with EES. Based on this first release, the Agency also demonstrated the system's future functioning to Member States and the EU's justice agencies by starting the testing with the Member States. The Agency also delivered the **second release** aligned with the latest available version of the interoperability components: ESP, CIR and CRRS.

Interoperability readiness

To enable other systems – particularly ETIAS and VIS – to perform ECRIS searches on TCNs, eu-LISA continued preparing ECRIS-TCN's interoperability readiness by implementing the necessary interoperability interfaces, with particular focus on integration with relevant components: ESP, CIR (with sBMS) and CRRS.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ effective and continuous operation of ECRIS RI and support for end-users, ■ uninterrupted system availability and efficient performance of ECRIS RI.	
ECRIS RI maintenance business as usual	**Delivered** ■ effective and continuous maintenance, incl. support to Member States, ■ transferring maintenance to the transversal operating framework (TOF).
ECRIS-TCN maintenance business as usual	**Postponed – due to the revision of IO roadmap** ■ activity starts in 2026 after ECRIS-TCN entry into operation.
Implementation	
Key objectives: ■ implementing ECRIS-TCN and establishing connections with interoperability components: sBMS, ESP, CIR and CRRS.	
ECRIS-TCN implementation project delivery: 2025 new delivery 2026 (EiO, incl. FSA)	**Ongoing – delivery date updated due to the revision of IO roadmap** ■ delivered the final release of the integrated simulator and two ECRIS-TCN system releases, incl. the ECRIS RI integration component, ■ ongoing high-level design and quality assurance, incl. updating design and security documents: interface control document, data protection impact assessment, ■ ongoing testing at central and national level, incl. integration testing with interoperability components: ESP, CIR (with sBMS) and CRRS, ■ designing data quality management mechanism and procedures, ■ supported the Commission with the drafting secondary legislation incl. consequential amendments and Screening Regulations.

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e-CODEX   **e-JUSTICE COMMUNICATION VIA ONLINE DATA EXCHANGE**

In operation

e-CODEX system is decentralised and interoperable solution for facilitating the secure electronic communication between judicial authorities, legal professionals and citizens in cross-border judicial proceedings in civil and criminal matters, ensuring a more efficient judicial process for citizens and businesses across Europe.[42]

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[42] *Regulation (EU) 2022/850*, OJ L 150, 1.6.2022, p. 1-19. For more information, please visit eu-LISA's dedicated *e-CODEX website*.

Operational management formal takeover by eu-LISA

e-CODEX Connector first release published for Member States testing

Source code upgrade first digital solution leveraging in-house development

Key performance indicators

99.91%
AVAILABILITY
ON TARGET

Operational management

On 3 June 2024, eu-LISA reached an important milestone with the **formal takeover of operational management** of the e-CODEX system, marking a significant step towards the Agency's contribution to the digitalisation of the EU's justice domain, as well as first-time management of an internet-facing and cloud-hosted solution.[43]

Since the takeover, eu-LISA has ensured the effective and continuous operation of the e-CODEX system, providing system end-users (judicial authorities and EU agencies) with uninterrupted availability and continuity, as well as proactive and high-quality operational support during business hours.

Throughout 2024, the performance of e-CODEX components remained within the requisite service-level requirements, with availability at **99.91%** without any critical incidents.

As part of operational management, the Agency also contributed to the development of the **digital procedural standards** – technical specifications for business process models and data schemes that translate legal instruments (e.g., European investigation order or arrest warrant) into digital features of the system.

Upgrades and evolution

To improve the future performance of e-CODEX and ensure alignment with technological and security standards, eu-LISA started refactoring the inherited open-source code for a more stable and up-to-date connector. The delivery of the first release of an **upgraded source code** within six months after takeover, marked also a first delivery of a full in-house software development.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ effective and continuous operation of e-CODEX and support for end-users, incl. digital procedural standards, ■ uninterrupted system availability and efficient performance of e-CODEX, incl. secure internet-facing hosting environment.	
e-CODEX maintenance business as usual	**Delivered** ■ effective and continuous maintenance since June 2024 (interim maintenance since March), ■ ongoing performance testing connector and evaluation of codebase, ■ finalised e-CODEX rebuild and refactoring with no new functionalities.
e-CODEX digital procedural standards management business as usual	**Delivered** ■ finalised e-CODEX use case creation procedure, ■ analysed requests for creation of digital procedural standards, incl. technical expertise, ■ provided data schema for digital procedural standard on 5 instruments: European Small Claims Procedure, European Order for Payment, European Arrest Warrant, Freezing and Confiscation Orders, eEvidence.

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[43] *Commission Implementing Decision (EU) 2024/1272* of 7 May 2024 on declaring the completion of the handover and takeover process.

JITs CP | JOINT INVESTIGATION TEAMS COLLABORATION PLATFORM

In development

The JITs collaboration platform will improve the efficiency and effectiveness of cross-border investigations and prosecutions by providing a secure electronic communication and information exchange infrastructure for European judicial and law enforcement authorities, as well as relevant EU agencies: Europol, Eurojust, European Public Prosecutor's Office (EPPO) and European Anti-Fraud Office (OLAF).[44]

Key highlights

JITs collaboration platform development started

Platform mock-ups with central features delivered

Key performance indicators

Source: Internal project report

No deviation
PROJECT COST
ON TARGET

No deviation
PROJECT SCHEDULE
ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Implementation

In May 2024, following the conclusion of the contribution agreement with the European Commission for the platform's development,[45] eu-LISA immediately kicked off the project, starting with requirements analysis and high-level design of its central system and communication application. By the end of the year, the Agency presented to the Member States several mock-ups as a preliminary visualisation of the platform's central features and interface.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Implementation	
Key objectives: ■ implementing the JITs collaboration platform	
JITs collaboration platform implementation project delivery: 2026 new delivery date 2025	**Ongoing – new delivery date 2025 as per adopted regulation** ■ ongoing requirements analysis and high-level design, incl. exploring possible technical solutions (market survey, analysed demos prepared by shortlisted vendors) and conducted capacity survey, ■ supporting the Commission in finalising the secondary legislation.

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[44] *Regulation (EU) 2023/969*, OJ L 132, 17.5.2023. For more, please visit the Commission's dedicated site on *Joint Investigation Teams*.
[45] The EU Contribution Agreement (JUST/2024/PR/CNECT/0031) between eu-LISA and the European Commission's Directorate General for Justice and Consumers (DG JUST) was signed on 17 May 2024.

sBMS — SHARED BIOMETRIC MATCHING SERVICE

In development

The shared biometric matching service (sBMS) is one of the central components of the EU's new JHA interoperability architecture. It stores biometric templates generated from data stored in SIS and the common identity repository (CIR). Once operational, sBMS will facilitate biometric data queries across relevant JHA systems managed by eu-LISA, making it one of the world's largest biometric systems.[46]

Key highlights

> **New releases delivered covering most of the functional scope**

> **VIS BMS data migration process validated and started for migrating VIS historic biometric data to sBMS**

> **Biometric operations sBMS readiness confirmed by accuracy evaluation**

Key performance indicators[47]

Activity starts in 2025
COMPLIANCE WITH SLA
OTHER

No deviation
PROJECT COST
ON TARGET

Deviation of 6 months
PROJECT SCHEDULE
NOT ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Implementation

In 2024, eu-LISA focused on finalising the development of sBMS. Although eu-LISA delivered sBMS with most of its functional scope (for VIS, EES and ECRIS-TCN) and achieved technical readiness in August, the entry into operation and subsequent start of operational maintenance, were delayed due to interdependence with EES (see EES section). sBMS will enter into operation, together with VIS, in May 2025.[48] To improve its readiness for entry into operation, a rehearsal exercise was conducted in October (see EES).

In parallel, eu-LISA focused on data migrations from different JHA systems to enable cross-domain identification, with a particular focus on finalising the migration of the VIS BMS database (46 million fingerprints). In the meantime, in 2024 real VIS biometric data was used to verify the accuracy of sBMS biometric operations in the context of EES. The Agency measured the accuracy against the requirements from the EES regulation as well as NFIQ2 (fingerprint) and OFIQ (facial image) metrics. The results showed that the biometric accuracy of sBMS exceeds expectations, and its matching threshold is fit-for-purpose.

Biometric portfolio

Throughout 2024, eu-LISA continued to enhance its expertise in biometrics and identity management to increase the overall quality of biometric solutions used in JHA information systems and provide better support to its stakeholders in terms of technical subject matter expertise.

The Agency contributed actively to the work of the **ISO subcommittee on biometrics**, focusing on the development and standardisation of biometric standards. Together with the Commission's Joint Research Centre (JRC), the German Federal Office for Information Security (BSI) and other Member States, eu-LISA successfully promoted the **OFIQ** (Opensource Face Image Quality) software to become the **worldwide reference standard for face image quality**. As of July 2024, eu-LISA became responsible for its maintenance, together with BSI. Since facial recognition is a critical feature of systems managed by eu-LISA, the approval of OFIQ standard with its open-source library is a major milestone not only for the Agency, but also for the larger biometric community, allowing the use of an opensource algorithm to calculate facial image quality.

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[46] *Regulations (EU) 2019/817*, and *2019/818*, OJ L 135, 22.05.2019, p. 27-135.

[47] Compared to the Interoperability Roadmap 2023 as at 31 December 2024. sBMS entry into operation was postponed to 2025.

[48] As per the revised Interoperability Roadmap *endorsed by Justice and Home Affairs Council on 5 March 2025*.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives:	
■ effective and continuous operation of the sBMS,	
■ improving expertise in biometrics and identity management (incl. contributing to ISO subcommittee on biometrics) and providing high-level subject matter expertise to eu-LISA stakeholders.	
sBMS maintenance business as usual	**Postponed** ■ sBMS implementation and start of sBMS maintenance were delayed due to the interdependencies with EES, activity starts in 2025.
Biometrics portfolio business as usual	**Delivered** ■ high-level design of the future accuracy measurement tool for inter-system and intra-system biometric operations, ■ study on the generation of representative synthetic fingerprint and facial image datasets to reduce dependency on real biometric data, ■ contribution to standardisation of biometric accuracy and quality standards, incl. ISO biometric subcommittee and collaboration with biometric community.
Implementation	
Key objectives:	
■ finalising sBMS implementation, i.e., data migration to sBMS.	
sBMS implementation project delivery: 2024 **new delivery date** 2025 (incl. FSA)	**Ongoing – delayed due to interdependence with EES** ■ **delivered sBMS** with its final functional scope for VIS, EES and ECRIS-TCN, ■ **ongoing transition into operation**: entry into operation rehearsal, incl. testing with EES and VIS, and VIS data migration until entry into operation, ■ **concluded EES accuracy measurement** using real VIS biometric data, ■ ongoing preparation for integration testing with ECRIS-TCN, CIR and SIS, conducted isolated testing with ECRIS-TCN and SIS, ■ ongoing analysis of MID impact, incl. accuracy of biometric operations.
Interoperability readiness	
Key objectives:	
■ increasing capacity to handle the transaction throughput from EES, the new Eurodac, SIS and MID, ■ migrating existing fingerprint data from Eurodac to sBMS.	
sBMS capacity increase project delivery: 2026	**Ongoing** ■ ongoing requirements and high-level design.
sBMS for Eurodac project delivery: 2027 **new delivery date** 2026 (FSA in 2027)	**Ongoing – delivery date updated to align with adopted regulation** ■ ongoing biometric requirements analysis and high-level design.

IO and CRRS

OTHER INTEROPERABILITY COMPONENTS AND CENTRAL REPOSITORY FOR REPORTING AND STATISTICS

In development

In addition to sBMS, the EU's JHA interoperability architecture will be enabled by three additional components: European search portal (ESP), common identity repository (CIR), and multiple-identity detector (MID), complemented by the central system for yellow link resolution (CSLR). eu-LISA is also developing the central repository for reporting and statistics (CRRS) to provide cross-system statistical data and analytical reporting on all JHA information systems.[49]

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[49] *Regulations (EU) 2019/817*, and *2019/818*, OJ L 135, 22.5.2019, p. 27-135

Key highlights

> **ESP and CIR releases supporting ETIAS and ECRIS-TCN**

> **MID and transition tool first major releases delivered**

> **Central system for yellow link resolution (CSLR) high-level design finalised**

Key performance indicators[50]

No deviation
PROJECT COST
ON TARGET

No deviation
PROJECT SCHEDULE
ON TARGET

No deviation
PROJECT SCOPE
ON TARGET

Implementation[51]

Due to the delay with the entry into operation of EES, the interoperability components (ESP and CIR) and CRRS will enter into operation in 2026, and CSLR in 2027,[52] whereas the entry into operation of the entire JHA interoperability architecture will be completed in 2027–2028.[53]

Throughout the year, eu-LISA continued implementing interoperability components, delivering several ESP and CIR releases to support the needs of ETIAS and ECRIS-TCN, including the tailored ESP simulator for ETIAS. Additionally, the Agency delivered the first major releases for MID and the MID transition tool, a web application to verify identity data in case of discrepancies between biometric and alphanumeric data during identity checks before the formal entry into operation of MID.

In 2024, the Agency established the **Interoperability Testing Expert Group (TEG)** to reinforce the coordination and information exchange on test strategy and testing activities.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Implementation	
Key objectives: ■ implementing interoperability components (ESP, CIR, MID), and CRRS, ■ implementing centralised solution for supporting end-users with the resolution of MID yellow links (CSRL).	
ESP implementation project delivery: 2025 new delivery date 2026 (incl. FSA)	**Ongoing – delivery date updated due to revision of Interoperability Roadmap** ■ ongoing requirements analysis and high-level design, ■ delivered ESP central system simulator, ■ delivered four releases supporting ETIAS and ECRIS-TCN, ■ ongoing isolated testing for releases, and integration testing with CIR, sBMS, ETIAS and ECRIS-TCN.
CIR implementation project delivery: 2025 **new delivery date** 2026 (incl. FSA)	**Ongoing – delivery date updated due to revision of Interoperability Roadmap** ■ ongoing requirements analysis and high-level design, i.e., updating design documents as needed, ■ delivered four releases supporting ETIAS and ECRIS-TCN, ■ ongoing isolated testing, ongoing integration testing with ESP, sBMS, ETIAS, ECRIS-TCN.
MID implementation project delivery: 2026 **new delivery date** 2028 (incl. FSA)	**Ongoing – delivery date updated due to revision of Interoperability Roadmap** ■ ongoing requirements analysis and high-level design, i.e., updating design documents as needed, ■ delivered first major release for MID, ■ delivered first major release for MID transition tool (MTT).

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[50] Compared to the Interoperability Roadmap 2023 as at 31 December 2024.

[51] The entire interoperability architecture will enter into operation in 2027–2028. To envisage more flexibility, eu-LISA will present in Q3 2025 the implementation plan for 2027-2028.

[52] As per the revised timeline *endorsed by Justice and Home Affairs Council on 5 March 2025*.

[53] The roadmap for 2027–2028 will be further refined by eu-LISA's Management Board in 2025.

CRRS implementation	Ongoing – delivery date updated due revision of Interoperability Roadmap
project delivery: 2025 **new delivery date** 2026 (incl. FSA)	▪ completed high-level design, ongoing requirements analysis, i.e., updating design documents as needed, ▪ developed two releases supporting ETIAS and ECRIS-TCN, ▪ ongoing isolated and integration testing with sBMS, ETIAS, ECRIS-TCN.
Project CSLR implementation	**Ongoing – delivery date updated due to revision of Interoperability Roadmap**
project delivery: 2026 (start of MID transition), 2027 (end of MID transition) **new delivery date** 2027 (start of MID transition), 2028 (end of MID transition)	▪ ongoing requirements analysis (i.e., data protection impact assessment), completed high-level design, ▪ consolidation of requirements repository for stakeholders, ▪ ongoing Project Management Forum meetings to finetune requirements.

1.6. INFRASTRUCTURE AND NETWORKS

INFRASTRUCTURE AND PLATFORMS

To ensure operational efficiency, performance and high availability of the infrastructure that hosts the EU's JHA systems managed by eu-LISA, the Agency provides a centralised common infrastructure (CSI) as a service for all eu-LISA core business applications, enabling more agile, optimised and cost-effective infrastructure management through shared standardised hardware and software components.

To provide the underlying technical services needed to run the large-scale IT systems managed by eu-LISA, the Agency manages two infrastructure platforms:

- **common shared platform (CSP)**: scalable, agile, and standardised on-premises platform, offering a resource-efficient framework and streamlined development and operational infrastructure management (DevOps-oriented deployment pipeline), incl. possibility for high degree of automation (Infrastructure-as-Code);[54]

- **comprehensive cloud platform (CCP)**: scalable, agile and secure cloud platform, based on Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS), offering faster setup and easier scaling of application environments since no procurement or hardware delivery is required.[55]

Key highlights

e-CODEX communication infrastructure deployed and launched on CCP

EES, sBMS and VIS for EES infrastructure ready for entry into operation

ETIAS, ECRIS-TCN, Interoperability components and CRRS deployed on CSP

Key performance indicators[56]   Source: SM9 and monthly KPI reports

100% per SLA
INCIDENT ACKNOWLEDGEMENT TIME
ON TARGET

100% per SLA
INCIDENT RESOLUTION TIME
ON TARGET

100% for PRD
99.87% for PPE/other
CSI AVAILABILITY
ON TARGET

Operational management

Throughout the year, the Agency provided a highly available underlying infrastructure and platforms, ensuring uninterrupted availability and continuity as well as proactive and high-quality operational support to end-users, with all issues promptly resolved within defined targets.

Considering expected growth and enhanced hosting services, eu-LISA launched the **'Smart Hosting' initiative**,

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[54] Currently, CSP hosts several smaller systems (e.g., SIRENE Mail and VIS Mail) and all new systems (e.g., VIS for EES, sBMS). In the future it will host all JHA systems, together with all other platforms managed by the Agency.
[55] Currently, the CCP hosts e-CODEX communication infrastructure and carrier onboarding support tool (latter in testing environment).
[56] Compared to the Interoperability Roadmap 2023 as at 31 December 2024.

introducing new concepts and state-of-the-art cloud technologies for hosting large-scale IT systems with a focus on 5S principles: scalability, sustainability, stability, security and sovereignty. In 2024, the Agency set up a **comprehensive cloud platform** (CCP) and deployed the e-CODEX communication infrastructure on CCP to start its operational management.

The Agency also deployed ETIAS and ECRIS-TCN, interoperability components (ESP, CIR, MID), and CRRS on **common shared platform** (CSP) to enable their respective testing. Moreover, since July, the Agency deployed the platform for EES, VIS and sBMS in support their respective entries into operation.

Progress per tasks and projects	
Project/non-project task	**Key deliverables during the reporting period**
Operational management	
Key objectives: ■ effective and continuous operational management of underlying infrastructure, ■ delivering required evolutions to improve overall performance, scalability, flexibility and security.	
CSP operational management business as usual	**Delivered** ■ effective and continuous operational management, incl. 24/7 infrastructure monitoring, managing access via secure management network; ■ deployed e-CODEX on CCP; EES, sBMS and VIS for EES; ■ isolated and integrated environments for ETIAS, ESP, CIR, MID, CRRS, ECRIS-TCN on CSP; ■ ongoing automation initiatives and DevOps practices, testing and verifying cloud technologies; ■ establishing connection between CCP and TESTA EuroDomain.
CSP adaptive maintenance business as usual	**Delivered** ■ maintenance in cyclic releases, replaced end-of-life infrastructure components.

NETWORKS AND COMMUNICATIONS

The communication infrastructure ensures secure and reliable data transfer between the JHA systems managed by eu-LISA and their end-users, in the Member States and relevant EU agencies. In addition, it also provides a point-to-point connection between the Agency's main technical site in Strasbourg (central unit, CU), and the backup central unit (BCU) in St Johann im Pongau, Austria.

The communication infrastructure uses the TESTA-ng network (Trans-European Services for Telematics between Administrations – new generation), which provides the backbone network separated from the public internet. On the TESTA-ng network, eu-LISA uses three domains for the operation of JHA systems: the SIS domain for SIS and SIRENE Mail;[57] the VIS domain for VIS and VIS Mail,[58] EES and ETIAS; and the EuroDomain for Eurodac, DubliNet and ECRIS-TCN. The end-users connect to each domain separately (also physically separated at the user premises), using (usually) two separate turnkey access points (TAPs).[59]

Key highlights	
Outdated network switches replaced with state-of-the-art systems	**Turnkey Access Points change completed**

Key performance indicators[60]   Source: TESTA-ng availability report

99.9943%

WAN AVAILABILITY

ON TARGET

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[57] **SIRENE Mail** is a communication mechanism used by national SIRENE Bureaux for supplementary information related to SIS alerts.
[58] **VISMail** is an information exchange mechanism used by national visa authorities to consult on Schengen visa applications.
[59] Hardware connected to the national uniform interface (NUI) allowing access to the relevant communication infrastructure.
[60] Wide-Area Network (WAN) availability only for SIS and VIS domain; EuroDomain indicator is overseen by the Commission's Directorate-General for Digital Services (DIGIT). The figure is lower than in the previous years due to an outage in Poland.

Operational management

The Agency ensured highly available and secure communication infrastructure services (incl. maintaining essential internet resources), providing end-users (national authorities and EU agencies) with uninterrupted availability and continuity, as well as proactive and high-quality operational support. The communication infrastructure performance remained within the service-level targets, with network availability at 99.99%.

To keep infrastructure up-to-date and provide reliable connection and services to end-users, eu-LISA updated all outdated network switches (hardware transferring data between designated endpoints) and installed new ones. Additionally, computing capacity was increased to support the cloud initiative and the development of new systems.

In 2024, eu-LISA completed the TAPs change programme by successfully installing new and decommissioning old TAPs, and supporting end-users with managing the transfer of existing TAPs to new data centre locations.

Upgrades and evolution

To ensure a high level of data security, in addition to the encryption ensured by the service provider, eu-LISA managed a **second encryption layer for SIS**, to prevent external bodies (e.g., the TESTA-ng provider) from having access to sensitive data and preventing unauthorised use of personal data during transfers.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives:	
▪ highly available and secure communication infrastructure services, incl. managing turnkey access points (TAPs), ▪ effective and continuous operational management of the second encryption layer on the SIS communication infrastructure.	
Communication infrastructure operational management business as usual	**Delivered** ▪ 24/7 monitoring of JHA systems infrastructure and end-user support, ▪ effective and continuous maintenance, incl. second encryption layer solutions, ▪ managing communication infrastructure changes, incl. TAPs and switches, ▪ managing TESTA network developments for EES, sBMS and interoperability.
Upgrades and evolution	
Key objectives:	
▪ preparing for the refresh of SIS and VIS communication infrastructure encryption layers, and TESTA-ng network.	
Communication infrastructure evolution project delivery: 2027	**Ongoing** ▪ ongoing refresh of SIS and VIS communication infrastructure encryption layers, ▪ implementing components, managing configurations and deployments for EES, VIS and sBMS infrastructure, incl. NUIs and internet zone, ▪ preparations from TESTA-ng network migration to EU-IXP.[61]

DATA CENTRES

The Agency's data centres, the central unit (CU) in Strasbourg, France, and the backup central unit (BCU) in St Johann im Pongau, Austria, are the infrastructure that physically hosts all the IT systems entrusted to eu-LISA, while also hosting other operational and non-operational systems needed for development or testing. As such, they constitute eu-LISA's core assets and are critical for the execution of its mandate.

Key highlights

Frontex and EUAA hosting services provided for their backup systems

Modular data centre 2 installation started

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[61] **EU-IXP**: interconnectivity and exchange platform for EU (new trans-European network).

Key performance indicators

BCU available 24/7

BCU AVAILABILITY

ON TARGET

Operational management

Throughout 2024, eu-LISA provided highly available data centre services and maintained critical assets, facilities and equipment in full working order, while also improving overall service performance and scalability. Hosting services were provided for the backup systems of Frontex and the EU Agency for Asylum (EUAA).

Upgrades and evolution

In 2024, eu-LISA continued optimising and reorganising its data centres through structured cabling and modifying rack layouts for cooling optimisation. To provide more scalable, flexible and secure infrastructure, as well as accommodate future capacity needs for hosting new JHA systems, eu-LISA started **installing a second modular data centre in Strasbourg**. By the end of the year, the modular data centre had been placed at the central unit with the main components and electricity connected.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ highly available data centre services, ■ hosting services for the backup systems of Frontex and the EU Agency for Asylum (EUAA).	
Data centre operational management business as usual	**Delivered** ■ effective and continuous maintenance, incl. critical updates and improvements.
BCU operational management business as usual	**Delivered** ■ effective and continuous maintenance, incl. access control, operational and technical support for Austrian authorities and service providers, ■ review of agreement with Austrian authorities for a new mid- and long-term evolution of the BCU site to reflect changing requirements and capacity needs.
Hosting services for Frontex and EUAA business as usual	**Delivered** ■ 24/7 support and on-site coordination of incidents and issues, regular communication and status updates, ■ sized up Frontex solutions capacity to reduce its footprint.
Upgrades and evolution	
Key objectives: ■ improving performance and scalability, incl. capacity adjustments and energy efficiency.	
Data centre upgrades and evolution business as usual	**Delivered** ■ optimising and reorganising power and cooling capacity, incl. completed study on possible improvements on the existing power infrastructure, ■ started implementing second modular data centre, ■ provided expertise in dedicated technologies and solutions, technical post-implementation reviews as a service.

1.7. RESEARCH AND INNOVATION

RESEARCH AND TECHNOLOGY MONITORING

The Agency actively monitors the latest developments in research, technology innovation and standardisation to enhance its professional expertise and support the continuous development of internal capabilities. eu-LISA also organises regular outreach activities focusing on the industry and academia to provide added value to stakeholders. Furthermore, eu-LISA supports extensively the EU Innovation Hub for Internal Security, a network for coordination and collaboration in this area.

Industry Roundtables two events organised	**Technology Brief** published first issue focused on biometrics	**Research and Innovation** new strategy for 2025–2027

Research and technology monitoring

The Agency continued monitoring research and technological innovation across a range of domains (incl. biometrics, AI, encryption, cloud technologies) to ensure the continued technological evolution of the EU's JHA information systems entrusted to eu-LISA. In 2024, eu-LISA finalised its **research and innovation strategy for 2025–2027**, outlining the overall direction to guide sustainable innovation. The Agency also published a two-part technology brief focusing on biometric recognition, piloting a new shorter format to provide an accessible overview of relevant technologies for eu-LISA and its stakeholders, and also to a wider audience.[62]

To address the needs of Member States and promote information exchange on novel technologies, products, and services, the Agency continued its pro-active engagement with the industry. The Agency organised two **Industry Roundtable events** – a forum to discuss capability gaps and needs at Member State and EU level, and how they can be addressed with practical solutions from the industry:

- the first roundtable was held in June, in Antwerp, Belgium, under the title '**Going to the Cloud**: Why it matters for the EU public sector and how to make it work'. The hybrid event, organised in collaboration with the Belgian Presidency of the Council of the EU, welcomed over 400 participants to discuss the transformative potential of sovereign cloud technologies for the public sector;[63]

- the second roundtable was held in November, in Budapest, Hungary, together with the Hungarian Presidency. Under the title '**EU Justice and Home Affairs in the Age of AI**: fostering innovations and managing risks', the hybrid event attracted over 300 participants to discuss the challenges and opportunities of using AI-based solutions in the JHA domain.[64]

Throughout the year, eu-LISA continued its active contribution to the **EU Innovation Hub for Internal Security**: deploying a staff member to the Hub secretariat hosted at Europol, chairing the cluster on biometrics and organising a panel discussion at the Hub's annual event in November 2024, focused on the importance of strengthening the evaluation capabilities of the EU's biometric recognition systems. In addition, the Agency contributed to the work of the Hub's other clusters (i.e., foresight, AI and encryption), while also contributing to two reports: the first **EU Innovation Hub report on encryption**, and a Frontex-led report on enabling technologies and privacy enhancement.[65]

The Agency also supported the Commission's DG HOME in the implementation of the **EU Horizon Europe programme for research and innovation** in the field of civil security, contributing to the definition of the work programme and supporting the Commission in the evaluation of project applications.

The Agency also continued developing its capabilities in **artificial intelligence** and kicked off activities on the practical implementation of AI. One of the main initiatives was the establishment of an internal community of practice to build knowledge and capabilities in this area, and the mapping of possible use-cases for using generative AI solutions to enhance the Agency's organisational performance. In this area, eu-LISA participated the EU Agencies Network's Working Group on AI and AI correspondents network set up by the EDPS.

Together with Commission's DG JRC, the Agency carried out the **independent evaluation of sBMS accuracy**, which provided further insight into possible variabilities of the sBMS accuracy for different demographic groups. Furthermore, the Agency contributed to the maintenance of the Opensource Face Image Quality (OFIQ) metric – reference software for face image quality (see sBMS).

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[62] **eu-LISA Technology Brief on Biometric Technology**, *Part 1: A Paradigm Shift in Identity Management and Security Technologies*, and *Part 2: What Added Value Does eu-LISA Bring Through Biometrics?*

[63] eu-LISA Industry Roundtable '*Going to the Cloud: Why it matters for the EU public sector and how to make it work*', June 2024.

[64] eu-LISA Industry Roundtable '*EU Justice and Home Affairs in the Age of AI: fostering innovations and managing risks*', November 2024.

[65] *EU Innovation Hub for Internal Security: First Report on Encryption*, June 2024.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Research and technology monitoring	

Key objectives:

- monitoring of research and technological innovation, incl. coordinating research and innovation outreach activities,
- developing capabilities and expertise in artificial intelligence,
- monitoring standards relevant for the Agency's core business processes, focusing on biometric recognition technology.

Research and technology monitoring business as usual	**Delivered** ■ monitored new and evolving technologies (academia and industry), published a two-part technology brief and organised two industry roundtables, ■ concluded Roadmap for Standardisation for Data Quality Purposes, incl. delivering final progress report, ■ finalised research and innovation strategy 2025–2027, supported the drafting of AI and cloud strategy, ■ contributed to the EU Framework Programme for Research and Innovation, EU Innovation Hub for Internal Security, strengthened cooperation with DG JRC, ■ supported the independent evaluation of the sBMS carried out in collaboration with DG JRC, ■ started contributing to the maintenance of the OFIQ software developed by the Germany Federal Office for Information Security (see sBMS).
AI-based solutions for improved efficiency business as usual	**Delivered** ■ mapped possible use cases for generative AI for internal processes, ■ contributed to the assessment of the EU AI Act's implications for the Agency, ■ participated in EUAN Working Group on AI, EDPS AI correspondents' network, ■ kicked-off activities of the internal community of practice on AI.

CAPABILITY BUILDING: REPORTING AND TRAINING

The Agency is tasked with compiling and publishing reports on the technical performance of the EU's JHA information systems and aggregate statistics on system usage. To ensure efficient operation and usage, eu-LISA provides regular training programmes on topics related to JHA information systems, tailoring them to specified end-user needs and identified knowledge gaps.

Key highlights

Regular contribution to the Schengen cycle	**29 new training activities delivered with very high satisfaction rate**	**e-learning workshop for JHAAN agencies**

Key performance indicators

Source: Published reports and MS training planning and reporting table

100%
REPORTS ON THE TECHNICAL FUNCTIONING, REGULAR STATISTICS AND LISTS OF AUTHORITIES
ON TARGET

5.22
SATISFACTION WITH TRAINING EVENTS
ON TARGET

Statistics and reporting

The Agency compiled and published performance reports and aggregated statistics on the use and technical functioning of all JHA information systems under its remit. eu-LISA also regularly updates and publishes the official lists of designated authorities that are granted access to JHA systems. The statistical data on JHA systems usage contributes to the situational awareness and forecasting capabilities at the EU level through the **Schengen Barometer+** and **Blueprint Network** for migration and asylum management and internal security. The Agency actively supported the Blueprint Network meetings and initiatives.

In 2024, eu-LISA published the following JHA system reports:

- **SIS annual statistics report 2023**, incl. lists of competent authorities (updated in November), and quarterly 2024 statistics provided to relevant stakeholders;[66]
- **Eurodac annual report 2023**,
- **Eurodac annual statistics report 2023**, incl. updated list of designated authorities with access rights,[67]
- **VIS technical report for 2021–2023**.[68]

Training to Member States and JHA agencies

The Agency continued to provide fit-for-purpose trainings on the technical functioning of JHA systems to system end-users, tailored to emerging needs and identified knowledge gaps. In 2024, eu-LISA delivered **29 new training activities** (both in-person and online), adding to its existing online catalogue, keeping the satisfaction level high and reaching more than **4100 participants** – the highest to date.[69] Throughout 2024, more than 600 new accounts were created in eu-LISA's online learning management system.

Additionally, eu-LISA contributed to 10 training activities organised by the Commission and other EU agencies, CEPOL and Frontex, with the majority focusing on EES and ETIAS. As part of eu-LISA's JHAAN Presidency programme, in June, the Agency **organised an e-learning workshop** to share best practices and foster continuous knowledge exchange on latest trends and innovative approaches in training, bringing together participants from all JHA agencies, Council of Europe and Interpol.

Schengen evaluations

The effective functioning of the Schengen area relies on a complex regulatory, policy and governance framework. To support the proper implementation of the Schengen *acquis* by the Member States, eu-LISA contributes to the **Schengen Evaluation and Monitoring Mechanism (SEMM)** by providing its expertise to Schengen evaluations of the functioning and use of SIS, including the operation of the SIRENE Bureaux, and the common visa policy, including VIS.[70] This exercise includes risk analysis year before the evaluation, dedicated webinars before evaluation, participation (on-site as an observer or providing desk support) and contributing to evaluation reports. In 2024, the Agency contributed to the risk analysis for Switzerland, Austria and Slovenia in preparation upcoming evaluations.

Throughout 2024, eu-LISA supported **SIS/SIRENE evaluations** in Croatia, Czechia, Hungary, Poland and Slovakia, and contributed to the annual training event organised in Slovenia by CEPOL and the Commission.

With regards to the **common visa policy evaluations**, eu-LISA supported the joint evaluation of Norway and Sweden, with on-site visits in Thailand and Kenya. Additionally, the Agency supported the Commission by contributing to the annual dedicated training session organised in the United Arab Emirates.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Statistics and reporting	
Key objectives: ■ compiling and publishing statistics and performance reports on JHA information systems managed by eu-LISA.	
Technical reporting and aggregate statistics business as usual	**Delivered** ■ published statistical and performance reports, compiled quarterly statistics, ■ published the list of designated authorities.
Contribution to EU situational awareness and forecasting business as usual	**Delivered** ■ provided relevant statistics within the limits defined in specific legal provisions, ■ supported stakeholders in identifying fit-for-purpose statistical indicators, ■ provided data for Blueprint network and Schengen Barometer+ initiatives.

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[66] *SIS annual statistics report 2023*, *SIS list of competent authorities* (*November update*) and *list of N.SIS Offices and SIRENE.*

[67] *Eurodac annual report 2023*, *Eurodac annual statistics report 2023* and *Eurodac list of designated authorities.*

[68] *VIS technical report for 2021–2023.*

[69] Over 40% were new enrolments in online training resources launched in previous years, as still very relevant.

[70] *Council Regulation (EU) 2022/922* on the evaluation and monitoring mechanism to verify the application of the Schengen acquis.

Project/non-project task	Key deliverables during the reporting period

Training for Member States

Key objectives:
- trainings for end-users on the technical functioning of JHA systems,
- cooperation with CEPOL to provide joint training courses and sharing expertise in areas of mutual interest.

Training for Member States	Delivered
business as usual	■ delivered 29 training activities (incl. in-person and online courses), supported 10 training activities of other agencies, ■ completed training needs analysis with National Contact Points (NCP) network, updated annual training plan as per emerging needs from MS, ■ cooperation with CEPOL and Frontex, incl. organised e-learning workshop, ■ started delivering trainings on horizontal topics, e.g., AI and biometrics.

Schengen evaluations

Key objectives:
- contributing to the EU's Schengen evaluation mechanism, incl. participating as an observer and contributing to reports.

Schengen evaluations	Delivered
business as usual	■ contributed to the annual risk analyses exercises, ■ processing the Commission's Schengen evaluation requests, ■ supported SIS/SIRENE and common visa policy evaluations in person or as a desk support, deployed trainers and trainees to the training organised.

1.8. DIRECT SUPPORT TO OPERATIONS

SYSTEM OPERATIONS

To ensure the continuous availability and resilience of JHA information systems under its remit, eu-LISA provides 24/7 operational management and support services via its operational service centre. Operating round-the-clock, the Service Desk handles service requests and coordinates the resolution of incidents (service disruptions) and problems (investigation of root causes).

Key highlights

97.8% satisfaction rate
end-users satisfied or very
satisfied with support quality

95% response time
end-user requests addressed
within defined targets

Key performance indicators[71]   Source: Service Desk performance report. Annual customer satisfaction survey

95%

EU-LISA SERVICE DESK

ON TARGET

97.8%

CUSTOMER SATISFACTION

ON TARGET

Incidents and service requests

Table 1. Incidents and service requests interactions handled in 2024

	SIS	VIS	Eurodac	EES	e-CODEX	Total
Incident[72]	414	234	438	9	2	**1097**
opened by Member States	146	121	280	9	2	558
opened by eu-LISA	268	113	158	0	0	539

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[71] **SIS**: 95.5% (decrease, more incidents: release management); **VIS**: 99% (increase), highest ever; **Eurodac**: 99%, highest ever.
[72] An incident is a single unplanned event that causes service disruption; a problem is a root cause of one or more incidents.

	SIS	VIS	Eurodac	EES	e-CODEX	Total
Service Requests	196	131	224	5	130	**686**
opened by Member States	155	105	50	4	130	444
opened by eu-LISA	41	26	174	1	0	242
Total	**610**	**365**	**662**	**14**	**132**	**1783**

Table 2. Incidents by priority and system in 2024[73]

Priority[74]	SIS	VIS	Eurodac	EES	e-CODEX	Others	Total
critical	5	1	2				8
high	159	32	44		13	13	261
moderate	676	506	458	10	9	469	2128
low	150	197	73	8	2	690	1120
Total	**990**	**736**	**577**	**18**	**24**	**1172**	**3517**

Table 3. Requests by core business system in 2024

	SIS	VIS	Eurodac	EES	e-CODEX	ECRIS-TCN	ETIAS	Others	Total
Total	507	420	372	122	137	27	8	1965	3558

Operational support

Throughout 2024, eu-LISA provided continuous and high-quality operational management and round the clock end-user support (i.e., Member States, EU agencies and carriers) for all JHA information systems in operation, except for e-CODEX, which only receives support during business hours in Tallinn. In 2024, eu-LISA Service desk handled 3558 service request tickets, 3517 incident tickets, and 1783 interaction tickets.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: - continuous and high-quality operational support for JHA system end-users,[75] - effective monitoring of JHA systems, incl. improving tools to increase responsiveness and service quality, - operational support to the end-users, incl. improving the coordination between central and national counterparts.	
24/7 1st level support for operation management of the JHA IT systems – eu-LISA Service Desk business as usual	**Delivered** 24/7/365 monitoring and observability of JHA systems operation and performance, first incident response, end-user service desk, handling service requests, coordinating incidents and problems, - updated and standardised Operator Manuals, incl. for new systems.
24/7 2nd level application support for operational management of JHA systems business as usual	**Delivered** - continuous technical support, managing and resolving incidents/problems, - supported implementing and deploying changes and releases, incl. review of new systems VIS for EES, sBMS, EES, web services. ETIAS, ECRIS-TCN, e-CODEX, interoperability, the new Eurodac.

SECURITY, CYBERSECURITY AND BUSINESS CONTINUITY

To ensure the secure operation of JHA information systems, including an appropriate level of data and physical security, the Agency continuously monitors and manages security risks and ensures that the established security controls for the IT systems entrusted to eu-LISA and its communication network are effective, properly implemented and managed, incl. continuous enhancement and improvement of cybersecurity measures.

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[73] Total number of tickets, including internal tickets and tickets linked to Member State interactions.

[74] The priority of an incident is determined based on the business impacted on the affected service and the urgency to resolve it.

[75] First- and second level support for e-CODEX is provided only during business hours (EET).

Security and Business Continuity Exercise 2024

VIS and SIS updated security and business continuity plans

Cybersecurity Regulation updated security requirements

Key performance indicators[76]

100%
IMPLEMENTED STATUTORY SECURITY OBJECTIVES
ON TARGET

100%
SECURITY RISK ASSESSMENTS AGAINST SYSTEMS
ON TARGET

System security and business continuity

Throughout the year, the Agency focused on ensuring the highest level of compliance with the EU regulatory framework and security requirements by **applying a 'defence in depth' approach** to each JHA system (incl. Internet-facing systems), to the eu-LISA corporate IT environment and by implementing layers of security measures to provide resilience to incidents and cyberattacks. Particular attention was focused on enhancing the security posture of all IT systems to improve the identification of vulnerabilities and defects, on patching, and hardening systems as well as on running comprehensive penetration tests for critical services. Moreover, considering the takeover of e-CODEX and ongoing preparations for entry into operation of new systems and developments, the Agency continued with their risk assessments and finalising their security and business continuity plans, e.g. corporate IT environment, VIS for EES, SIS, ETIAS, EES and e-CODEX.

In October, eu-LISA completed its **security and business continuity exercise** for SIS, VIS and Eurodac (incl. EES in the context of its upcoming entry into operation) to test organisational resilience in addressing any unforeseen disruptive incidents and ensuring service continuity. The exercise, organised together with the EU Agency for Cybersecurity (ENISA), welcomed over 80 participants from Member States, the Commission and EU agencies, including observers from the security community (cooperation groups and networks).

Due to the evolving threat landscape, the timely identification and response to any threats requires continuous enhancement of the Agency's security logging and monitoring capabilities by improving relevant tools and processes, incl. security information and event management (SIEM) in collaboration with CERT-EU (Computer Emergency Response Team for the EU). To **reinforce eu-LISA's cybersecurity readiness** and ramp up its security posture, the Agency also reviewed and assessed its maturity and mapped emerging tools and opportunities to upscale relevant processes. To comply with the requirements of the **Cybersecurity Regulation**, the Agency conducted a **security maturity assessment** using established frameworks to gain valuable insights into its current maturity level and identify areas for improvement.[77]

As part of the continuous improvement of its security management system, the Agency also strengthened its security framework and procedures by closing recommendations from various audits, as well as exchanging best practices and latest information on security-related matters with security experts and communities, such as ENISA, Security Officers Network, JHA security officers' network, Cooperation Group.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	
Key objectives: ■ highest level of compliance with the EU regulatory framework and security requirements, ■ monitoring and managing security risks, ■ improving eu-LISA's cybersecurity posture, ■ exchanging knowledge and best practices on cybersecurity and business continuity.	
Operational business continuity business as usual	**Delivered** ■ business impact assessments and risk management, incl. system-specific business continuity plans, running security and business continuity exercise, ■ security and business continuity exercise for 2024,

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[76] **SIS**: 95.5% (decrease, more incidents: release management); **VIS**: 99% (increase), highest ever; **Eurodac**: 99%, highest ever.
[77] *Regulation (EU, Euratom) 2023/2841* on a **high common level of cybersecurity** at the EU institutions, bodies, offices, and agencies.

Project/non-project task	Key deliverables during the reporting period
	■ security engineering services, incl. enterprise security architecture model,
	■ contributed to the Security Officers Network (SON), JHA Security Officers Working Group, IT Security Working Group, NIS2 Cooperation Group.
Managed IT security services business as usual	**Delivered** ■ efficient and continuous security monitoring for corporate IT infrastructure, incl. incident management and response, identity and access management.
Cyber security operations services business as usual	**Delivered** ■ efficient and continuous cybersecurity monitoring, incl. incident management and response, identity and access management, security information and event management (SIEM), ■ enhanced cyber security posture maturity (CERT-EU guidance, international standards and good practice), incl. Cyber Security Incident Response Team (CSIRT), and regular tabletop exercises, ■ prepared for accreditation of the cyber security monitoring and security incident response and cooperation capabilities, ■ implemented new security approach based on DevSecOps to secure Cloud-Native technologies.
Information security and assurance business as usual	**Delivered** ■ updated information security management system (ISMS), ■ continuous identification of the security posture of the systems, incl. updating security requirements and security and business continuity plans (SIS, VIS), ■ assessed security requirements for interoperability architecture and new systems, ■ closed recommendations from the Commission's Internal Audit Service (IAS), European Data Protection Supervisor (EDPS), other exercises/assessments, ■ improved eu-LISA's security framework and provided security policy advice.

SERVICE TRANSITION AND AUTOMATION

Quality control is key in supporting system development and operations, delivered through operational change, transition, release, and deployment management, to ensure all applications remain fit for purpose throughout their lifecycle. Additionally, to improve efficiency and optimise costs, the Agency continues automating repetitive, labour-intensive and time-consuming tasks.

Key highlights

Transition Activities Group (TAG) established

EES, VIS for EES and sBMS joint rehearsal for entry into operation

ITSM tool new solution selected

Key performance indicators[78]

Source: Internal reports

75%

IMPLEMENTED OPERATIONAL CHANGES

ON TARGET

Service transition

The Agency continuously implements technical changes to keep systems up-to-date or deploy new functionalities, as per stakeholder requirements. To safeguard the integrity of existing systems and minimise the impact on service delivery (i.e. performance and availability), eu-LISA continued adopting a more agile approach to release and operational change management. Throughout 2024, focus was on the transition into operation of EES together with sBMS and VIS for EES. For a more streamlined coordination of transition activities with the Member States and Europol, the Agency established the **transition activities group (TAG)**.[79]

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[78] **SIS**: 95.5% (decrease, more incidents: release management); **VIS**: 99% (increase), highest ever; **Eurodac**: 99%, highest ever.
[79] Transition Advisory Group (TAG) is a working group for VIS and EES community to discuss the technical and organisational preparation to go live with EES, VIS4EES and sBMS; TAG reports to VIS and EES Advisory Groups.

This approach will also be applied to the transition activities for ECRIS-TCN and ETIAS.

Operational service tools

To support the effective monitoring of JHA information systems, eu-LISA continues to enhance its operational service tools to improve responsiveness and **provide high-quality operational support** via tools for system monitoring, ticketing, reporting, event management. In particular, moving towards a comprehensive IT ecosystem – taking advantage of AI and machine learning capabilities – eu-LISA introduced a demo of the new **event management system** for real-time monitoring and managing events across all systems and infrastructure, aiming to reduce response time and facilitate faster incident resolution. In parallel, eu-LISA began implementing a **new ticketing tool** to resolve issues more efficiently and improve customer experience.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational service tools	
Key objectives: ■ providing high-quality tools for operational support, ■ start implementing the event management system ensuring automatised alerts for monitoring.	
Operational service tools - administration business as usual	**Delivered** ■ provided administration and customisation, incl. technical admin. for tools, ■ supported end-users and provided training.
Operational service tools - maintenance business as usual	**Delivered** ■ effective and continuous maintenance, incl. licenses, ■ vendor support to administrators for implementing changes.
SiMS - deployment at BCU business as usual	**Delivered** ■ deployed SiMS components at BCU (new screens and monitoring set-up).
Event Management System implementation project: delivery 2024 new delivery date 2025	**Postponed** ■ scope extended to incorporate new features, ■ started implementing the event management system.
Event Management System improvements project: delivery 2026	**Other** ■ activity starts after entry into operation of new event management system.
ITSM tool replacement project: delivery 2026	**Ongoing** ■ completed selection of the new ITSM tool (ServiceNow, SNOW), ■ ongoing analysis of the existing ITSM processes, ■ implementing the ITSM processes in the new tool.
Service transition	
Key objectives: ■ supporting maintenance for all JHA systems and infrastructure, ■ consolidating internal tools and processes to adopt a more agile approach to release and change management.	
Operational change management business as usual	**Delivered** ■ ensured qualification, planning, implementation, post-implementation review, ■ onboarded new systems (EES and sBMS) and contractors to ITSM tool, ■ ongoing preparations for ETIAS, interoperability components, ECRIS-TCN.
Release and deployment management business as usual	**Delivered** ■ implemented own quality gate process based on DevSecOps pipelines (for build and deployment), ■ implemented releases (i.e., latest functionalities and patches), ■ implemented agile and automated approach to release management.
Transition into operation business as usual	**Delivered** ■ delivered to the extent possible considering delays with EES, ■ coordinated transition activities (incl. transition group) and supported rehearsal for entry into operation for EES, sBMS and VIS for EES.

TECHNOLOGY AND SOFTWARE ENGINEERING

The Agency continuously improves its capabilities to streamline production and accelerate the delivery of new applications, as well as increasing ownership over new developed technology. As part of eu-LISA's new way of working, the development of new systems is mostly done internally instead of outsourcing to external suppliers. To ensure increased efficiency, better consistency, scalability and quality in developed software applications, eu-LISA launched the Software Factory (SoFa) initiative, providing a standardised framework for agile and iterative software development, together with a set of tools and practices covering the entire software development lifecycle (SDLC). To ensure that all new systems and releases are fit for purpose and in compliance with relevant quality expectations, eu-LISA oversees comprehensive testing for software solutions and integrating services.

Key highlights

VIS for EES and sBMS production platform implemented

Architecture Vision delivered

Interoperability testing expert group established

Key performance indicators[80]

Source: Test summary reports. Internal reports

90%
TEST CAMPAIGNS COMPLETED ON SCHEDULE
ON TARGET

95%
COMPLETE COVERAGE OF TESTABLE REQUIREMENTS
ON TARGET

Solutions and architecture

To ensure the high quality of developed solutions and applications, eu-LISA continued aligning the architectural design of all development initiatives in line with the internal technology strategy. In 2024, eu-LISA delivered its **Architecture Vision**, defining interoperability building blocks and establishing standards for all systems.

Software engineering

To ensure the quality of the required software (application design, source code quality), while also reducing dependency on contractors in development, eu-LISA continued improving in-house capabilities with build and deployment pipelines with DevSecOps tools and focused its efforts on automation through the CI/CD pipeline (continuous integration, delivery and deployment) to reduce errors, improve efficiency and the deployment time for new applications. To support entry into operation of upcoming systems, the Agency **implemented a CI/CD production platform for VIS for EES and sBMS**.

Quality assurance and testing

In 2024, the Agency transformed its testing support into a **comprehensive quality assurance function** by transitioning to a cloud-native architecture and adopting more agile principles to test and qualification management. In particular, to streamline reporting and handling of test-related defects and issues, eu-LISA launched cloud-based testing tools to test web applications and mobile applications, achieving high levels of automation and efficiency. By involving Member States early in the testing process, issues can be identified earlier, thereby reducing the burden on the final testing phase; whereas iterative feedback and faster resolution of issues will increase overall quality of the system.

Throughout the year, the Agency supported testing activities for EES, VIS, sBMS, ETIAS, ECRIS-TCN and interoperability to ensure all products and services are delivered in intended quality, value and stability.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Solutions and applications	

Key objectives:
- efficient and continuous performance of the application lifecycle management (ALM) platform,
- high quality of application design for core business systems operations.

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[80] **SIS**: 95.5% (decrease, more incidents: release management); **VIS**: 99% (increase), highest ever; **Eurodac**: 99%, highest ever.

Application management services	Delivered
business as usual	■ ensured the quality of application design.
Support of application lifecycle management platform and related tools	Delivered
business as usual	■ ensured performance of the ALM platform for tests, release, and maintenance.

Quality assurance and testing

Key objectives:
- consolidating internal tools and processes to adopt a more agile approach to test and qualification management, incl. improvement of the Systems Development Life Cycle (SDLC) tools,
- designing and implementing test campaigns for all maintenance and development operations.

Test management	Delivered
business as usual	■ test management for SIS, VIS, Eurodac, EES, sBMS, ETIAS, ECRIS-TCN and interoperability components, ■ regular coordination meetings to align test policies and procedures, incl. testing expert groups (EES-VIS, ETIAS, interoperability and ECRIS-TCN), ■ managed test tools, incl. cloud test tools.

Enterprise architecture

Key objectives:
- developing interoperability architecture for existing and future core business systems; establishing architectural standards; modelling data entity/business function; developing Information exchange matrix; increasing Enterprise Maturity Level.

Enterprise Architecture Continuum	Delivered
business as usual	■ implemented Enterprise Architecture, incl. updating eu-LISA's Technology Catalogue and Technology Strategy, and delivering Architecture Vision; ■ ongoing definition of Enterprise Architecture process/services (continuum phase), ■ training on Open Group Agile Architecture to improve agility of architectural artifacts.

SUPPORT TO THE EUROPEAN COMMISSION AND THE MEMBER STATES

The Agency supports the Commission, Member States and other relevant EU agencies in preparing, developing and operationalising JHA information systems. The Agency continued to manage and further develop the IT systems under its mandate, delivered tasks and services laid down in applicable regulations, including regular training to all end-users on the technical use of JHA systems. In 2024, eu-LISA did not receive any requests from the Commission or Member States under Articles 9 and 16 of the establishing Regulation.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Support to the Commission and Member States	

Key objectives:
- supporting the Member States, the Commission and other relevant EU agencies in preparing, developing or operationalising JHA information systems entrusted to eu-LISA.

Support to the Commission and Member States	Other
ad hoc, as requested	■ no requests were made by the Commission and Member States under Articles 9 and 16 of the establishing Regulation.

ADVISORY GROUPS, MEETINGS AND MISSIONS

The Agency supported and coordinated the work of eu-LISA's governance bodies by organising the meetings of eu-LISA's Advisory Groups (i.e., SIS, VIS, Eurodac, EES-ETIAS, ECRIS-TCN, Interoperability, e-CODEX and the JITs CP), Programme Management Boards, as well as various other cooperation and working groups, and coordinated their daily work and discussions to ensure alignment with stakeholder needs.

Key highlights

> **98.8% satisfaction with support to stakeholders**

> **58 Advisory Group and 48 Programme Management Board meetings organised**

> **First meeting held for JITs CP Programme Management Board**

Key performance indicators[81]

98.8%

STAKEHOLDER SATISFACTION

ON TARGET

Throughout 2024, eu-LISA provided high-quality support to all Advisory Groups and Programme Management Boards, incl. working and cooperation groups, technical workshops and dedicated *ad hoc* meetings with Member States. The Agency organised all scheduled meetings, including 2 extraordinary meetings (one for Eurodac following the adoption of Recast Regulation, and another for e-CODEX to discuss the cloud solution). Additionally, in 2024, the Agency organised the first Programme Management Board for the JITs CP.

The annual stakeholder satisfaction survey confirmed the **high quality of stakeholder support**, reaching **98.8% satisfaction rate** – the highest result to date. Stakeholders emphasized good communication, cooperation and efficiency of the support, confirming the quality of eu-LISA's interaction with stakeholders.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Advisory Groups and other meetings	
Key objectives:	
■ high-quality support to Advisory Groups, Programme Management Boards, incl. working groups and technical workshops.	
Administrative support to Advisory Groups business as usual	**Delivered** ■ organised and supported meetings, incl. working, and cooperation groups, technical workshops and ad hoc events as requested by stakeholders (58 Advisory Group meetings, incl. extraordinary Eurodac meeting), ■ monitored the implementation of decisions and meeting outcomes.
Administrative support to Programme Management Boards business as usual	**Delivered** ■ organised and supported meetings, incl. follow-up on recommendations and decisions (48 PMB meetings, incl. extraordinary e-CODEX).
Administrative support to other meetings and missions business as usual	**Delivered** ■ supported staff missions, incl. conferences, events, stakeholder briefings.

1.9. CORPORATE ACTIVITIES

GOVERNANCE

Governance and compliance

The Agency is committed to ensuring the strictest compliance with the EU's regulatory framework and enforcing sound, transparent and accountable governance. To meet its annual and multiannual objectives and stakeholder expectations, eu-LISA continues to step up its efforts for effective performance by improving its governance, aligning its resources and capabilities, and fostering data-driven decision-making.

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[81] **SIS**: 95.5% (decrease, more incidents: release management); **VIS**: 99% (increase), highest ever; **Eurodac**: 99%, highest ever.

Key highlights

97% implementation rate for outstanding audit recommendations	**Internal Control Strategy adopted**	**first-ever sustainability report published**

Key performance indicators[8283]

KPI	Target	Value as at 31.12.2024	Status	Data source
Audit				
% of audit recommendations implemented within stipulated deadlines, of which:				
critical	100%	no critical recommendations	**On target**	IAC Activity Report
very important	≥90%	95%		
important	≥80%	100%		
Number and age of outstanding recommendations, of which:				
less than 6 months	≤4	0	**On target**	IAC Activity Report
between 6 months and 1 year	≤2	0		
more than 1 year	≤1	1		
Data protection				
Number of fulfilled requests for advice received from business owners	80% submitted early	70%	**Below target[84]**	Internal DPO databases
	60% fulfilled	55%		
	60% fulfilled within agreed time	45%		

Governance

Throughout 2024, the Agency ensured systematic compliance with the EU's regulatory framework and good governance practices by strengthening strategic management capabilities, while also ensuring performance and compliance through quality management and internal control. The Agency continued strengthening its internal control system, together with implementing the Common Assessment Framework (CAF) action plan. The Agency performed its annual assessment on the internal control framework and established a system for the ongoing monitoring of identified deficiencies. Additionally, eu-LISA adopted its **Internal Control Strategy** to strengthen areas where the main weaknesses are occurring.

To improve its organisational development, performance and quality of governance at all levels, eu-LISA adopted a **strategic management action plan** to enhance the management and delivery of the systems under its remit by adopting new ways of working, strengthen its compliance, incorporate new technological advances (sovereign cloud, AI), improve the attraction and retention of talent, and the relations with its stakeholders.

To optimise key internal processes and procedures and take advantage of automation and digitalisation, eu-LISA conducted a **study on the possible digitalisation of processes.** In addition to the delivery of all statutory documents, the Agency also published its **first-ever Sustainability Report** highlighting its efforts in the environmental, social, and governance domains, setting a strong foundation for future improvements and expanded disclosures.[85]

Data protection

The Agency continued applying the highest levels of information security and data protection standards to the data and information it manages, while guaranteeing that the processing of personal information remained fair and lawful, in compliance with data protection law, including specific provisions for each large-scale IT system. In particular, eu-LISA concluded the **review of EES and sBMS data protection compliance.** The sBMS accuracy measurement evaluation confirmed compliance with European Data Protection Supervisor (EDPS)

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[82] Project assessment KPI not available. In 2024, eu-LISA finalised 2 internal IT projects; no '*standard projects*'* were completed, mainly because of delayed implementation of EES and interdependencies with other programmes/projects. Since this KPI value is expressed as an average percentage of deviations (in terms of costs, schedule and scope), with only 2 internal projects in scope, the KPI calculation for 2024 cannot be considered as relevant. *As per internal project management methodology, '*standard project*' is an activity that must satisfy the following criteria: (temporary AND uniqueness) AND ((budget AND duration) OR effort)) where budget >300,000.00, duration >3 months and effort >3 FTEs.

[83] Project management KPI not available. A change in the project management methodology was initiated in 2023 and applied in 2024 with the wave approach and introduction of agile principles for the management of the projects. Therefore, this KPI, related to the compliance of the completed projects to use Prince 2 artefacts during the lifecycle, is no more valid.

[84] The indicators were not reached due to significant structural changes.

[85] *eu-LISA Sustainability Report 2023*, July 2024.

recommendations on ethical standards and safeguarding of individual rights – setting a benchmark of data protection in biometric systems across the EU.

Additionally, the Agency also focused on tackling its biggest **data protection challenges**: embedding the **principles of 'privacy by design' and 'privacy by default'** into the development of the large-scale IT systems (ETIAS and interoperability framework) and defining measures to mitigate identified risks, working towards effective and compliant solutions that ensure respect for privacy and personal data.

The Agency also continued supporting EDPS inspections and collaborating with other EU agencies to promote best practices in the area of data protection. Throughout the year, the Agency monitored the implementation of the outstanding EDPS recommendations and supported the **EDPS inspection of VIS** to assess its compliance with data protection regulations and IT security measures.

Internal audit capability

Throughout 2024, eu-LISA continued enhancing its governance framework, improving the internal controls system, and ensuring an adequate understanding of residual risks by the stakeholders. In particular, the Agency focused on **catching up with implementing outstanding audit recommendations**, effectively closing the most important and oldest recommendations without further delay, achieving a very high implementation rate of 97% by the end of the year. In 2024, eu-LISA successfully implemented its internal audit plan (92.3%), with only one audit postponed to 2025: ETIAS development review.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Governance	
Key objectives: ■ aligning resources and capabilities with strategic objectives, ■ strengthening internal control and quality management capabilities, ■ implementing good governance practices and fostering data-driven decision-making.	
Corporate governance, compliance and quality management business as usual	**Delivered** ■ assessed the effectiveness of the Internal Control Framework (ICF), adopted Internal Control Strategy, maintained the register for exceptions and non-compliance events, ■ implemented quality management system, incl. coordinating Quality Board, ■ coordinated long-term strategy, programming and reporting activities, ■ improved effectiveness of governance processes, incl. charters for subdivisions, ■ monitored corporate risks.
Operations department governance, planning and reporting business as usual	**Delivered** ■ contributed to annual/multiannual planning and reporting process, incl. aligning operational activities and contributing to new legislative proposals.
eu-LISA Service and Process framework business as usual	**Delivered** ■ managed product and service catalogue (PSCAT), ■ delivered annual report on process KPIs, ■ strengthened knowledge management process with dedicated tool, ■ study for digitalisation, automation and measurement of eu-LISA processes.
Continuous improvement of eu-LISA services and processes project delivery: 2026	**Ongoing** ■ reviewed and updated service and processes, incl. related KPIs, ■ updated eu-LISA Product and Service catalogue, ■ maintained and improved service improvement register.
Programme and Project Management (PPM) capability business as usual	**Delivered** ■ coordinated inputs for monthly reports (PMB) and biannual progress reports to the European Parliament and the Council, ■ developed PPM methodology, incl. annual compliance check, PPM tools (Planview Portfolios, ProjectPlace), and data quality, ■ achieved business agility with scaled agile framework, incl. supported project governance as per new way of working (i.e., EES and Eurodac).
Corporate horizontal tasks business as usual	**Delivered** ■ coordinated, supported and managed departments and units.

Project/non-project task	Key deliverables during the reporting period

Compliance

Key objectives:
- ensuring compliance with all applicable internal control requirements, incl. implementing audit recommendations,
- ensuring compliance with all relevant data protection standards, requirements and regulations.

Internal audit	Delivered
business as usual	■ updated Executive Director, Management Board and ACFC on audit conclusions and implementing recommendations, incl. IAC annual report, ■ coordinated internal and external audits, incl. monitored open audit recommendations, ■ assessed internal control processes, business process controls and related risks, incl. anti-fraud strategy, whistleblowing process, transparency register.
Data protection	Delivered
business as usual	■ monitored and strengthened data processing activities, incl. assessing data protection processes and controls, implementing recommendations, managing data protection registers, delivering annual and status reports,[86] ■ supported audits, incl. consulting and responding to EDPS requests, ■ participated in relevant fora (e.g., networks, EU institutions and bodies).

Stakeholder management and communication

To maintain and reinforce eu-LISA's visibility and image as a trusted and reliable partner in its areas of expertise, the Agency continued to foster close collaboration **with its stakeholders in the EU's JHA domain, particularly with the Member States, Schengen associated countries, EU institutions and agencies and the industry (incl. passenger carriers). In this framework, eu-LISA provides information and expertise in technical matters on relevant legislative initiatives by supporting stakeholders in demand management and conducting business analysis. The Agency also enhances its public communication to assure transparency and broaden the outreach for awareness-raising.**

Key highlights

> **JHA Agencies Network 2024 Presidency**

> **Demand management initiative launched**

> **New eu-LISA website for enhanced user-experience**

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
eu-LISA external communication impact				
New social media followers	+200 per platform per year	LinkedIn: +5262 X: +235 Facebook: +651 YouTube: +98	**On target**[87]	web and social media analytics
Engagement events satisfaction rate	>90%	not organised in 2024	**Other**	management decision
Annual conference participation rate	>95%	not organised in 2024	**Other**	management decision
Industry Roundtable participation rate	number of online participants ≥130	≥100%	**On target**	Industry roundtable
eu-LISA internal communication impact				
Participation rate:	>51%	52%	**On target**	Annual satisfaction survey
Satisfaction rate	>70%	92%	**On target**	Annual satisfaction survey

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[86] *eu-LISA DPO Annual Work Report 2023*.
[87] *YouTube* is not an active social media channel, it is used as a *video repository*. eu-LISA's focus in on active social media.

Partnership with the Member States, EU institutions and EU Agencies

The Agency continued to foster close and constructive partnerships with the Member States, EU institutions and agencies, actively engaging in technical and strategic discussions, and supporting the legislative and policy-making process in the JHA domain, in particular with the Commission's Directorate-General for Migration and Home Affairs (**DG HOME**) and the Directorate-General for Justice and Consumers (**DG JUST**). In August 2024, eu-LISA welcomed the European Commissioner for Home Affairs, Ylva Johansson, at its headquarters in Tallinn, Estonia and at the operational site in Strasbourg, France. The Agency also maintained close working relations with the Member States holding the rotating Presidency of the Council of the EU – Belgium and Hungary.

Throughout the year, eu-LISA continued its collaboration with other EU agencies, both bilaterally and through networks, i.e., the JHA Agencies Network (**JHAAN**) and the EU Agencies Network (**EUAN**). Additionally, the Agency continued to share its expertise and discuss possible collaboration to increase efficiency and synergies among EU Agencies.

2024 JHA Agencies Network Presidency

In 2024, the Agency held the **Presidency of JHA Agencies Network** (**JHAAN**), focusing on expanding **inter-agency cooperation** (staff exchange programme), driving **digital transformation** (e-learning and biometrics), enhancing **security and resilience** (cybersecurity and business continuity) as well as commitment to **social responsibility** (sustainability and diversity, equity and inclusion). The Agency took leadership in identifying key JHA priorities and worked together with other JHA agencies on several papers issued by the network. The Agency managed the network's communication campaigns to raise awareness and promote joint priorities and initiatives, such as EU solidarity with Ukraine, white paper on future cooperation between the JHA Agencies and the Commission, and joint position statement on the upcoming MFF.[88]

Business relations management

The Agency continued its productive business relations with all stakeholders – the Member States, other EU agencies and the industry, analysing and assessing business demands and providing technical expertise on new legislative proposals. Throughout 2024, eu-LISA focused on enhancing business analysis capabilities, in particular by launching the **demand management initiative** to better assess the impact of all stakeholder requests and ensure the control over scope, while also protecting the implementation of the interoperability architecture, including by providing resource estimates to any new legislative proposals or initiatives put forward by the Commission or the Member States. To support the demand management process, eu-LISA implemented a dedicated **tool to digitalise the verification and validation of requirements** (REUSE), utilising semantic technologies and artificial intelligence.

Communication

The Agency remained focused on providing transparent, objective and easily understandable information to increase the overall visibility and awareness about its priorities. Utilising online and offline media formats and information platforms, eu-LISA continued promoting its role and achievements as a **key enabler for the implementation of the EU's JHA policies**. Additional efforts were put into employer branding to attract new talent, promoting eu-LISA's Presidency of the JHAAN, highlighting shared positions and priorities, as well as showcasing the Agency's environmental actions on its way to obtain EMAS certification.

The Agency also deployed a **new website** to enhance the user experience as well as modernise its overall online visibility. By the end of the year, all social media platforms showed remarkable growth in followers, indicating successful expansion of outreach and broadening its online presence.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Business relations management	
Key objectives: ■ efficient and productive business relationships with all stakeholders, incl. supporting stakeholders in managing demands, ■ conducting business analysis and coordinating assessment of business requirements within the Agency.	
Business relations management business as usual	**Delivered** ■ managed business relations, incl. business to build (B2B), REUSE tool for demand management and developing new stakeholder management tool, ■ captured and analysed business demands and requirements (incl. converting approved demands into requirements for systems development lifecycle), e.g., communication solution,

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[88] For a more detailed overview, please refer to eu-LISA's *video summary* and *JHAAN final report 2024*.

Project/non-project task	Key deliverables during the reporting period
	▪ assessed impact of new initiatives, representing eu-LISA at all governance levels (AGs, PMBs, MB), EU institutions and industry,
	▪ supported eu-LISA's governance bodies, incl. chairing Advisory Groups and other related working groups.

Stakeholder management

Key objectives:
▪ close, transparent and constructive collaboration with the Management Board.

Administrative support for the Management Board business as usual	**Delivered**
	▪ administrative support to the Board and its Audit, Compliance, and Finance Committee (ACFC); incl. coordination, preparation and facilitation of meetings and follow-up on the implementation of decisions,
	▪ 6 Management Board meetings (incl. extraordinary) and 4 ACFC meetings (incl. extraordinary).

Policy monitoring and coordination

Key objectives:
▪ contributing constructively to the legislative and policy-making process in the EU's JHA domain,
▪ fostering strong partnerships with Member States, EU institutions and agencies.

Policy monitoring and internal policy coordination, stakeholder and event management business as usual	**Delivered**
	▪ leadership of JHAAN as the presiding agency, incl. contributing to reporting tools, joint paper on support to Ukraine, white paper on future cooperation between staff exchange programme,
	▪ supported Council Presidencies,
	▪ liaised with EU Institutions and agencies, Member States, academia and industry, incl. organising and hosting several visits by various delegations,
	▪ monitoring relevant policy, strategic, legislative developments; analysis/input.
Liaison Office activities business as usual	**Delivered**
	▪ monitored relevant policy, strategic and legislative developments, incl. internal policy, legislative, and impact analysis,
	▪ supported the Executive Director and operations, incl. maintaining repository of legal instruments on intranet (Legal Observer),
	▪ represented eu-LISA's position at various EU level meetings,
	▪ cooperated with stakeholders on matters of mutual interest, i.e., in Brussels, particularly EU institutions.

Communication

Key objectives:
▪ improving eu-LISA's professional reputation and stakeholder engagement,
▪ efficient information exchange and awareness-raising among the general public.

Communication business as usual	**Delivered**
	▪ regular communication via various channels, incl. broadening online presence online and social media,
	▪ raised awareness on annual priorities, incl. 2024 JHAAN Presidency, EMAS certificate, promotion of main visibility events (industry roundtables),
	▪ highlighting progress with implementing new IT systems, i.e., EES and ETIAS, carrier awareness campaigns,
	▪ deployed new website and corporate brand messaging.

CORPORATE SUPPORT

Corporate security and business continuity

The Agency ensured a high level of physical security in and around its facilities, as well as business continuity capabilities in response to changing business needs. In particular, to continue strengthening its protective and physical security, eu-LISA reinforced its security and safety posture by deploying a centralised control system to safeguard and monitor, with full traceability, the access to racks in the data centre hosting its core business systems.

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
No of emergency drills/security/business continuity exercises	2 exercises per year	2 emergency drills	On target	security assurance dashboard
Business continuity controls coverage	100%	100%	On target	security assurance dashboard
Business continuity plans tested for effectiveness	at least 1 corp. resilience exercise per year	1 corporate resilience exercise	On target	security assurance dashboard
% of recommendations implemented	85%	>85%	On target	implementation reports

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Operational management	

Key objectives:
- high-level physical security of eu-LISA facilities, assets and staff,
- continuous improvement of business continuity and security processes.

Protective security and business continuity business as usual	**Delivered** - 24/7 protective security service in all premises, incl. security controls for the temporary premises and during construction, - security systems and infrastructure maintenance, incl. security landscape monitoring and continuous alignment of security measures, - updated and standardised security requirements incl. business continuity and advice.
Security policy and coordination business as usual	**Delivered** - security governance and continuity management, incl. cooperation, outreach and awareness events, - updated security and business continuity processes based on recommendations from exercises, inspections and audits.

Human resources management

To achieve its strategic objectives, the Agency continuously improves human resources management, applying a competency-based approach, focusing on attracting a diverse pool of talent and offering targeted professional development to reach their full potential.

Key highlights

> **RAISE - new organisational change initiative**

> **Vacancy applications increased quantity and improved quality**

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
Ratio of administrative and operational posts	20% administrative 70% operational	18.6% administrative 70.6% operational	On target[89]	Staff benchmarking exercise 2024
Absenteeism rate (%), measured by 3 indicators: 1. Average number of sick days 2. % on long-term sick leave (>21 consecutive calendar days) 3. % not taking any sick leave	metric no. 1 <15 days per employee metric no. 2 <10% metric no. 3 >15%	3.4 days per employee 2.2% 43.0%	On target	HR database, SYSPER reports

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[89] Although the KPI includes specified target, remaining withing the range of 20% administrative posts and 70% operational posts indicates the desired distribution of posts and staff.

Annual staff turnover (%)	≤5%	5.3%	**Below target**[90]	HR database, SYSPER reports
Occupancy rate (%)	>94%	92.4%	**Below target**[91]	HR database, SYSPER reports
Talent retention index[92]	≤5%	0.7%	**On target**[93]	iLearn appraisal data
Staff engagement level	≥3.8 for 2024[94]	3.7	**Partially on target**[95]	Engagement Survey – People Success Platform Eletive

In 2024, eu-LISA launched a **new organisational change initiative – RAISE** – together with a new organisational structure to support the delivery new systems, adapting to more transversal organisation of roles and working in a more integrated manner with contractors and service providers.

Additionally, the Agency focused its efforts **increase its occupancy rate**, upgrading recruitment practices to significantly shorten the duration of the selection process (target of 100 days or less) and effectively utilising reserve lists. Furthermore, enhanced **employer branding and recruitment strategy** – increased presence on social media and active headhunting – significantly increased the quantity and quality of applications. To boost gender diversity, eu-LISA focused on promoting female applications.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Human resources management	
Key objectives: ■ efficient management and planning of human resources, incl. digitalisation of HR services and recruitment processes, ■ developing the staff's professional skills and competencies.	
Human resources administration and planning business as usual	**Delivered** ■ managed routine staff operations and processes from selection and onboarding to contract termination, ■ digitalised HR processes (i.e., SYSPER, iLearn), performance management (incl. HR statistics monitoring), incl. probation evaluation and personal files.
Competency based human resources management business as usual	**Delivered** ■ implemented and updated competency-based approach, ■ developed staff and enhanced leadership, incl. improved talent acquisition, new rewards and recognition initiatives, ■ ensured well-being and reinforced organisational culture and values, incl. diversity, inclusion, staff engagement action plans.

Budget, finance and procurement management

The Agency continued strengthening and fine-tuning its internal financial, procurement and contract management, including enhancing its reporting and analytical capabilities to support strategic decision-making and ensure the transparent, efficient and effective management of its financial resources. To that end, the Agency ensured sound accounting control system and proper presentation of its financial position.

Key highlights

100% budget execution for commitments and payments

Redesign of financial circuits for better control of budgetary and financial transactions

New eu-LISA price negotiation process adopted

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[90] Increase in the number of resignations.

[91] The number includes issued job offers; if issued job offers are excluded, the occupancy rate is 89.1%. Additional posts granted in November 2024 could not be filled in by the end of 2024.

[92] Obsolete, this indicator was not included in the proposal for new corporate KPIs submitted to Management Board.

[93] Since 2023, numerical rating is not used in appraisal; 2024 figure indicates % of unsatisfactory appraisals/total number of appraisals.

[94] Change of scale from 0-10 to 1-5. The value 3.8 is the reference for the benchmark in the public sector.

[95] An action plan will be developed and implemented to increase the engagement level.

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
Budgetary and financial management				
Cancellation rate of payment appropriations	<5%	14.5%	**Below target**[96]	ABAC data warehouse
% of budgetary commitments implementation	95–99%	100%	**On target**	ABAC data warehouse
% of payment implementation	>95%	97.35%[97]	**On target**	ABAC data warehouse
% of payments completed within statutory deadlines	90% to 100%	98.2%	**On target**	ABAC data warehouse
Procurement and contract management				
Acquisition management	>60%	63%	**On target**	procurement report
Efficiency of the procurement process[98]	<25%	0%	**On target**	procurement report
Accounting				
Timely delivery of provisional, consolidated, final accounts	provisional accounts: 1 March final accounts: 1 July	provisional accounts: 1 March final accounts: 1 July	**On target**	Provisional and Final Annual Accounts

Budgetary and financial management

The Agency continued strengthening its financial control process by **redesigning financial circuits** to better specify compliance checks and roles of actors involved in budgetary and financial transactions. Moreover, for enhanced financial management, eu-LISA strengthened its budget forecasting and monitoring process, adopting a more analytical approach for strategic prioritisation and alignment between requirements and available financial resources. This approach resulted in **100% execution rate for commitments and payments (including carry-forward)**, as well as significantly **reducing the level of carry-overs**.

Procurement and contract management

The Agency protected its financial interests by effectively applying zero-defect principles to minimize non-compliance events and compensate delays coming from contractual deviations attributable to contractors. To enhance procurement contract management services, eu-LISA revamped its **contracts monitoring tool** to simplify access via one-stop-shop interface for improved control and monitoring of contractual deadlines and facilitating contractual information exchange. However further improvements are planned in order to make the tool more effective and comprehensive. In addition, the Agency **adopted the Commission's Public Procurement Management Tool (PPMT)** for publishing notices and procurement documents in Tenders Electronic Daily and in the Funding and Tender's Portal. Furthermore, eu-LISA also adopted its **price negotiation process** for better control over contractual lifecycle and quality of sourcing, thereby ensuring more cost-effective use of financial resources.

Accounting

The Agency ensured the proper maintenance of a sound accounting control system and proper presentation of its financial position.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Budgetary and financial management	

Key objectives:
- providing sound and transparent financial services in compliance with eu-LISA financial Rules and applicable standards,
- supporting strategic decision-making and providing necessary financial reports.

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[96] Throughout the year, the execution of the carried-forward payment appropriations was constantly monitored, resulting in cancellations whenever the justification of expenditure was no longer valid.

[97] This represents the execution of payment appropriations for C1 credits reached without carry-forward. With including carry-forward of administrative expenditure to 2025, the implementation rate is 100%. No payment appropriations (C1 credits) have been returned to the EU general budget.

[98] Calculated as the ratio of tenders cancelled after launch, against the number of tenders launched in the year.

Budgetary, asset and financial management

business as usual

Delivered
- managed budget implementation and service provision, incl. financial reports,
- improved analytical capabilities, financial processes and procedures, incl. forecasting and activity-based budgeting.

Internal financial controls, audits related to procurement and finances

business as usual

Delivered
- maintained and strengthened financial transactions checklists and workflows,
- revised financial controls and procedures, considering ECA findings.

Procurement and contract management

Key objectives:
- providing sound and transparent procurement services in compliance with relevant standards,
- monitoring contractual implementation, risk management and performance.

Procurement and acquisition management

business as usual

Delivered
- managed, coordinated and monitored procurement, acquisition and contract management, incl. revamped the contracts monitoring tool,
- strengthened procurement capabilities, incl. consolidating services and improving advisory on specific and highly complex cases,
- aimed to minimize zero-defect on contract management from needs definition to signature, incl. amendments.

Vendor and contract management

business as usual

Delivered
- supported execution of transversal framework contracts (TEF/TOF), previous framework contracts for core business systems,
- supported external audits on contract management.

Transition of outsourced services

business as usual

Delivered
- supported preparation and execution of service transition to TEF and TOF,
- adapted procurement strategy and service model for the new JHA systems.

Accounting

Key objectives:
- ensuring sound accounting control system in compliance with generally accepted accounting principles.

Accounting

business as usual

Delivered
- maintained accounting quality control, incl. safeguarding assets and financial interests, incl. delivering provisional and final accounts,
- supported external auditors and ECA,
- provided internal guidance on asset management.

Legal services

The Agency operates in compliance with applicable regulations and in strict observance of good governance and administrative practices to guarantee transparency and accountability in its activities, processes, and decision-making, including public access to documents, as well as safeguarding its interests and reputation.

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
Legal advice, opinion and representation	legal advice, opinion and representation provided within reasonable time	90%	**On target**	ProjectPlace

Throughout the year, the Agency provided internal legal assessments and advice on implementing large-scale IT systems to ensure compliance with applicable regulations. In 2024, the critical focus was on **legal challenges related to the adoption of cloud technologies**.

eu-LISA continued also managing requests for access to documents, balancing transparency and protecting confidential information. In 2024, the Agency received 15 requests to access documents, one confirmatory application, one complaint to the European Ombudsman. The Agency analysed 39 documents, 17 were fully disclosed, 20 partially disclosed and 2 were refused to be disclosed in their entirety. A total of 553 pages were analysed. The Agency also received a confirmatory application on an initial request for access to documents, the outcome of which was partial. In addition, the Agency received 14 requests for consultations on access for documents on documents that contained information originating from eu-LISA. The Agency analysed 40 documents, six were fully disclosed 13 partially disclosed and 21 were refused to be disclosed in their entirety.

The partial redaction of documents and the refusal of access to documents by eu-LISA were justified based on the protection of privacy and the integrity of the individual, public interest as regards public security (e.g., contained information related to technical aspects of the large-scale IT systems), ongoing decision-making processes and commercial interests, as laid down in Regulation (EC) 1049/2001.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period

Legal services

Key objectives:
- providing high-quality legal advice, expertise and opinion on a variety of matters.

Legal services	Delivered
business as usual	- ensured high-quality legal advice and opinion, i.e., staff, procurement, IT, governance matters, - provided legal representations in national and EU courts, - managed requests to public access to documents, incl. training sessions.

Corporate support services (facility management and IT services)

The Agency's corporate support services focus on ensuring an optimised and flexible working environment in all locations with a secure, efficient and functional infrastructure, fully aligned with business needs and commitment towards becoming an environmentally sustainable organisation.

Key highlights

New office building leased in Strasbourg, France

Installation of containerised modular data centre 2

Key performance indicators

KPI	Target	Value as at 31.12.2024	Status	Data source
Environmental management				
Environmental indicator: carbon footprint[99]	reduce CO_2 emissions	3781 tCO_2eq	**Below target[100]**	Environmental statement
Capacity increase programme				
Capacity Increase Programme	cost deviation ≤10% schedule deviation ≤10% no deviation in scope	no deviation	**On target**	Programme board report
Corporate ICT				
Availability of corporate IT services	>90% (uptime for applications)	99.5%	**On target**	Monthly service reports
Corporate end-user/ employee satisfaction	>90%	not measured in 2024, postponed to Q1 in 2025	**Not applicable**	Survey

Capacity increase programme

To ensure the resilience and availability of the EU's JHA systems, eu-LISA continued with the capacity increase programme to optimise data centre resources by **improving power and cooling capacity** to meet increasing operational needs stemming from a growing number of new systems and data volumes. The Agency **continued**

installing a containerised modular data centre (MDC2, a flexible and scalable solution that does not require any new construction) and concluded studies for the power and cooling upgrade solutions at the technical site

in Strasbourg. To improve staff working conditions and enhance operational efficiency, eu-LISA **signed a lease for a new office building in Strasbourg** (ASPIRE), located in the vicinity of the European Parliament.

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[99] CO_2 emissions are estimated in accordance with United Nations Intergovernmental Panel on Climate Change (IPCC) guidelines v2006.
[100] The carbon footprint increase is mainly due to the Scope 2 increase (electricity for all sites and district heating in Tallinn) and the change in the calculation where more data were considered (e.g. waste management) compared to 2023 (3507 tCO_2eq).

Environmental management

The Agency made efforts to reduce its environmental footprint and improve its energy performance, by implementing an improvement plan based on the principles of the **EU's Eco-Management and Audit Scheme** (EMAS) and the Commission's European Green Deal Action Plan. In 2024, eu-LISA underwent **external audit for EMAS certification**, confirming the good level of its environmental management system, strengthened with environmental monitoring solutions (e.g. environmental sensor network in Strasbourg's data centre, AI-supported building management system in Tallinn) and related awareness-raising efforts, i.e., first-time publication of carbon footprint factsheet. In order to improve its energy performance, eu-LISA conducted an energy audit at its headquarters in Tallinn and started at the premises in Strasbourg.

Compared to 2023, eu-LISA's **carbon footprint** increased in 2024 mainly due to the increase of electricity consumption at all sites, attributable to new systems and increased data volumes, and district heating in Tallinn.[101] To improve the energy efficiency of data centres, as a short-term solution, the Agency worked towards enabling a more efficient use of the current cooling infrastructure. However, to reduce its carbon footprint in the mid-term, eu-LISA will implement a solution based on geothermy to reduce overall power usage effectiveness (PUE) in compliance with the EU guidelines.

Progress per tasks and projects

Project/non-project task	Key deliverables during the reporting period
Capacity increase programme	
Key objectives:	
■ addressing capacity demands, incl. optimizing computing resources, power and cooling systems.	
Capacity increase programme project: delivery 2026	**Ongoing** ■ ongoing MDC2 and short-term actions for the power and cooling upgrade, incl. power study to improve equipment efficiency in the data centre, ■ acquired new office space in Strasbourg (ASPIRE building) and Brussels, started preparation and implementing proper working conditions, ■ discussions with Austria on additional power and cooling capacity for St Johan im Pongau; discussions with Estonia on Tallinn agreement extension.
General support	
Key objectives:	
■ reducing eu-LISA's environmental footprint and preparing for EMAS certification.	
General services business as usual	**Delivered** ■ prepared for EMAS certification, incl. implementing environmental measures and registration, external audits; ■ provided support services, i.e., space management, missions, facility operations, health and wellbeing.
General services upgrades project delivery: 2029	**Ongoing** ■ upgraded fire network, improved underground coating structure in the data centre and tertiary building.
Corporate ICT	
Key objectives:	
■ effective maintenance and evolution of corporate ICT infrastructure and processes, ■ implementing Enterprise Content Management Programme.	
Corporate ICT services business as usual	**Delivered** ■ effective and continuous maintenance of corporate ICT infrastructure and applications, incl. testing and developing new tools, ■ high-quality ICT services, incl. monitoring service quality, improving end-user support, and improving ICT Ticketing Portal.
Corporate ICT upgrades project: delivery 2029	**Ongoing** ■ implementing ITIL practices, incl. the evaluation of a new ITSM application, ■ migrating infrastructure and services from on-premises to the cloud, ■ finalising the virtual desktop infrastructure (VDI) service setup, ■ initiated development of dev/test/pre-prod environments, ■ implementing Enterprise Content Management programme, incl. the new website, intranet/extranet, and document management system.

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[101] For more detailed information, please refer to *eu-LISA's Environmental Statement for 2023*, published in August 2024.

MANAGEMENT

2

MANAGEMENT

2.1. MANAGEMENT BOARD

The Agency continued its close, constructive and transparent collaboration with the Management Board. Alongside its statutory functions, the Board was regularly updated on all significant risks and issues identified, incl. implemented mitigation measures and status of open audit recommendations, status of systems in operation and progress with the development of new systems, as well as ongoing projects, e.g., ASPIRE.

Most importantly, the Board repeatedly confirmed its strong commitment to implementing the interoperability architecture. The Board monitored continuously the operation and implementation of the systems. By the end of 2024, the Board took note of the status of EES implementation and acknowledged the proposal presented by the Commission for the way forward with the EES.

During 2024, the Management Board adopted several significant decisions ensuring eu-LISA's business continuity:

- election of a new chairperson and deputy chairperson,
- appointment of the new Deputy Executive Director and Executive Director *ad interim*,
- inclusion of the central system for yellow-link resolution (CSLR) project into the annual work programme with necessary resources redeployed from existing budget and human resources,
- adoption of statutory planning and reporting documents, i.e., single programming document, interim and consolidated annual reports, together with reports on the technical functioning of systems and statistics,
- adoption of new security and business continuity plans for VIS and SIS,
- appointment of interim Data Protection Officer (DPO).

Additionally, the Board's Audit, Compliance, and Finance Committee (ACFC) monitored eu-LISA's risk management and the setup of internal controls. The ACFC and the Board received regular updates on the status of the negotiations related to the budgetary procedure and financial management, and also on the status of open audit recommendations.

To further improve transparency and contribute to raising public awareness of its activities, the Agency continued publishing summaries of regular Management Board meetings on its website.

2.2. MAJOR DEVELOPMENTS

Revision of Interoperability Roadmap

The Agency continued the development of several new systems that will further strengthen the internal security of the Schengen Area and facilitate international travel to Europe (i.e., EES, ETIAS and Revised VIS), together with interoperability components (ESP, sBMS, CIR, MID) and CRRS, including their integration with existing systems (SIS, VIS and Eurodac) that will constitute the new interoperability architecture for the JHA domain.

The **Entry/Exit System** (EES) did not enter into operation by the end of the year as initially planned, and the Agency started revising the timeline. The EES is foreseen to enter into operation progressively in 2025, while sBMS and VIS for EES are set to enter into operation prior to EES, on 19 May 2025.[102]

Pact on Migration and Asylum

Following the adoption of the EU's **Pact on Migration and Asylum** in May 2024, eu-LISA will have a pivotal role in supporting effective migration management, in particular by revamping **Eurodac**, the EU's asylum and migration management system. The new Eurodac is one of the operational backbones supporting the new legal framework, and the system's **entry into operation by 12 June 2026** is a critical precondition for the implementation of all other elements of the Pact.[103] eu-LISA kicked off the system's implementation immediately after the adoption of the Regulation, on 12 June 2024 (see Eurodac Section 1.3).

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[102] '*Council establishes position for the progressive launch of a new digital border management system*' press release, 5 March 2025.
[103] For more, see DG HOME's dedicated page on the *Pact on Migration and Asylum*.

The new **Eurodac Regulation** significantly expands the system's scope to introduce alphanumeric data and facial biometrics to enhance and speed up the asylum process and improve the detection of unauthorised movements within the Schengen area. In addition, the integration with interoperability components will enable searches and cross-checking of identities across all JHA systems, transforming the existing fingerprint database into a fully-fledged asylum and migration management system.[104]

Since the new Pact on Migration and Asylum also included **two Screening Regulations** that affect several other systems, eu-LISA launched an assessment to evaluate their impact. The requirements laid out in these two Regulations will be integrated into the development of impacted systems: EES, VIS, ETIAS, Eurodac and ECRIS-TCN.[105]

Travel Information Systems (API, DTA, DTC)

In addition, eu-LISA supported the Commission and the Member States on technical issues related to several new initiatives. In particular, the Agency provided technical input for the legislative financial statement accompanying the two proposals for regulations on the collection and transfer of **advance passenger information** (API). The API Regulations were adopted in December 2024, tasking eu-LISA with the responsibility for the development of the API-PNR Router.[106]

Additionally, upon the Commission's request, the Agency provided its expertise and input on the legislative financial statements related to the proposals on the digitalisation of travel documents and travel facilitation initiatives: **EU Digital Travel application** (**DTA**)[107] and **digital travel credentials** (**DTC**).[108]

Artificial Intelligence Act

The EU's AI Act was adopted on 13 June 2024, laying down a uniform legal framework for the development, placing on the market, putting into service, and the use of AI systems in the EU.[109] Following its adoption, eu-LISA analysed the expected impact of the legislation on the Agency's activities and systems. As guidelines on the application of the Regulation are produced by the Commission, the Agency will continue to analyse the impact of the Regulation, if any, and to ensure compliance of the relevant systems.

2.3.   BUDGETARY AND FINANCIAL MANAGEMENT

2.3.1. FINANCIAL MANAGEMENT

In accordance with Article 46(3) of the establishing Regulation, eu-LISA's budget for the 2024 financial year was financed by funds from various sources, with the main revenue coming from the annual subsidy received from the general EU budget.[110] In addition, eu LISA receives contributions from associated countries, as partial reimbursement of expenditures incurred by the Agency.

In 2024, eu-LISA signed a **contribution agreement** for financing the implementation of the joint investigation teams (JITs) collaboration platform and received a contribution under it (for more, please refer to Annex VI).[111]

The Agency also revised and **strengthened internal controls** in the areas of financial, asset and budgetary management through several actions:

- eu-LISA finalised its **internal control strategy** that provides information on the costs and benefits of controls implemented by the Agency, i.e., complete information on their effectiveness, efficiency and economy. Best practices and guidance from the EUAN Performance Development Network (PDN) were used in the preparation of sample documents;

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[104] *Regulation (EU) 2024/1358* on the establishment of Eurodac, OJ L, 22.05.2024.

[105] *Regulation (EU) 2024/1356*, OJ L, , 22.05.2024; *Regulation (EU) 2024/1352*, OJ L, 22.05.2024.

[106] **PNR**: passenger name record; *Regulations (EU) 2025/12*, and *2025/13*, OJ L, 08.01.2025.

[107] *Proposal for a Regulation* establishing an application for the electronic submission of travel data (**EU Digital Travel application)** as regards the use of digital travel credentials [*COM (2024) 670* final].

[108] *Proposal for a Council Regulation* on the issuance of and **technical standards for digital travel credentials** based on identity cards [*COM(2024) 671* final].

[109] *Regulation (EU) 2024/1689* of 13 June 2024 laying down harmonised rules on artificial intelligence (**Artificial Intelligence Act**).

[110] See section III, title 11, chapter 10 '*Border Management – Decentralised Agencies*', as adopted by the budgetary authority, i.e., the European Parliament and the Council of the European Union. The EU contribution relates to C1 commitment and payment appropriations (voted credits for the current budgetary year); for more, please refer to Articles 45(5) and 46(3) of eu-LISA establishing Regulation.

[111] The EU Contribution Agreement (JUST/2024/PR/CNECT/0031) between eu-LISA and the European Commission's Directorate General for Justice and Consumers (DG JUST) was signed on 17 May 2024.

- as per audit action plans, the risk analysis supporting the design of financial circuits was entirely revised based on a comprehensive set of analytic risk dimensions. Based on the risk analysis and the control strategy, the financial circuits were entirely redesigned to provide a better specification for checks and roles of the actors involved;
- strengthened budget monitoring and planning processes resulting in the total consumption of the allocated budget (commitments and payment appropriations). The processes were improved through regular consultation with operational Units and a more analytical approach to each spending item, resulting in improved control on sound financial management, prioritisation, and alignment between requirements and the corresponding sourcing;
- established new Investment Committee, selecting four priority investment areas where more detailed analysis and planning is required.

The Agency has drawn up an action plan including several measures implemented as of 2023 to respect the annuality principle and to reduce the level of carry-overs. Additionally, eu-LISA has designed new processes to reduce carry-overs in line with the principle of annuality. This resulted in a reduction of the carry forwards of non-differentiated appropriations of 9.9% (compared to 19.5% in 2023), which is below the 15% threshold established by the European Court of Auditors.

2.3.2. BUDGETARY IMPLEMENTATION

The final statement of revenue and expenditure for 2024 was adopted by the Management Board in accordance with Article 45(7) of eu-LISA establishing Regulation. In 2024, eu-LISA managed a budget of **307.39 million euros** in commitment appropriations and **260.11 million euros** in payment appropriations received as EU contribution.

By the end of 2024, the Agency had achieved a **high budget implementation rate**, entirely consuming the voted budget corresponding to the Multi-Annual Financial Framework and the intervening Legislative Financial Statements for new tasks, and in addition identifying and addressing a budgetary gap disclosed to the Management Board in the first part of the year. This gap was managed and resolved through a series of complementary measures including reprioritisation or activities, higher utilisation of alternative sources of revenue, the support received from the Commission in the global transfer exercise, and transfers from the administrative to operational expenditure.

Ultimately, the capacity to implement and the accuracy of the financial planning resulted in:

- 100% for commitment appropriations,
- 100% for payment appropriations, including the carry-forward of administrative expenditure to 2025.

In 2024, the Management Board approved **one amendment to the budget** to increase appropriations for:[112]

- the new Eurodac Regulation and Screening Regulations for administrative and operational expenditure foreseen by the respective legislative financial statement (LFS): 1.93 million euros in commitment and payment appropriations in Title 1, and 22.25 million euros in commitment appropriations in Title 3;
- addressing the budgetary gap foreseen in 2024 in operational expenditure: 17 million euros in commitment appropriations in Title 3, out of which 13 million euros are planned for EES and 4 million euros for Interoperability;
- indexation of salaries0.77 million euros in commitment and payment appropriations in Title 1.

Table 4. Breakdown of 2024 amending budget (in € million euros)

Budget title	System/task	Amending budget Commitment appropriations	Payment appropriations
A01 Staff expenditure		2.70	2.70
B03 Operational expenditure			
of which	*Entry/Exit System (EES)*	13.00	
	Eurodac	22.25	
	Interoperability	4.00	
Total		**41.95**	**2.70**

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[112] Decision 2024-567 of 02.12.2024 of eu-LISA Management Board to adopt *amendment No 1 to the 2024 Budget.*

Execution of commitment appropriations

In 2024, the Agency managed a budget of **307.39 million euros in commitment appropriations** (C1[113]), divided among the different titles as follows:

- 7.7% (23.64 million euros) for infrastructure and operating expenditure (Title 2),
- 14.9% (45.66 million euros) for staff expenditure (Title 1),
- 77.5% (238.09 million euros) for the operational budget (Title 3).

As regards Title 3, owing to the multiannual nature of the contracts used to support core operations, 197.54 million euros of open commitment appropriations foreseen for 2024 were automatically carried forward to be used in 2025 and also in the following years. For a detailed breakdown, please refer to Annex II.

By the end of the financial year, the **execution rate was 100%** for Title 1 and Title 2.

The operational budget, amounting to 238.09 million euros, was implemented 100%.

In 2024, the Agency cancelled 13.55 million euros of commitment appropriations carried forward from previous years, representing 3.9% of the total appropriations carried forward under Title 3 – operational expenditure. The de-commitments are summarised in table below by the year of origin of the underlying legal commitment.

Table 5. 2024 de-commitments of budgetary commitments by year of origin (in million euros)

Budget Chapter	Budget Article	2019	2020	2021	2022	2023	Total
Infrastructure	shared system infrastructure		-0.05	-0.98			-1.03
	Back-up site - running costs					-0.00	-0.00
	networks					-0.01	-0.01
Home Affairs	SIS II	-0.30	-0.27	-0.05	-0.17		-0.79
	VIS/BMS					-0.05	-0.05
	EES		-0.18	-0.00	-6.06	-0.20	-6.44
	ETIAS		-1.13	-0.06	-0.01	-0.02	-1.22
	Eurodac			-0.01	-0.00	-0.00	-0.01
	Interoperability		-0.02	-0.07	-1.01	0	-1.10
Justice	ECRIS			-0.06		-0.00	-0.06
	E-CODEX					-0.00	-0.00
Operational support activities	operational support				-0.34	-2.49	-2.83
Total		**-0.30**	**-1.66**	**-1.23**	**-7.59**	**-2.78**	**-13.55**

Under operational support, 2.83 million euros refer to cancellations of budgetary commitment appropriations for which the contract end date was reached, and contractually foreseen provisions were not required, e.g., de-commitments related to external support contracts, incl. extra costs for overtime, remainders of Advisory Group meetings and training activities for Member States.

Execution of payment appropriations[114]

The Agency managed total voted final budget of **260.11 million euros in payment appropriations**, through 3,268 payment transactions. At the end of 2024, the execution of payment appropriations for C1 credits reached 97.35% and 2.65% of administrative expenditure have been carry-forward to 2025. No payment appropriations (C1 credits) have been returned to the EU general budget:

- Under Title 1, the execution rate for appropriations was 99%, with 1% carried forward automatically.
- Under Title 2, the execution rate reached 72.8%, 27.2% automatically carried forward to 2025.
- Under Title 3, 100% of appropriations were executed.

85.5% of the payment appropriations carried forward from 2023 to 2024 in administrative expenditure were executed.

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[113] Appropriations for the year (i.e., initial budget + amending budget ± transfers). These are 'recent' appropriations, entered in the budget at the start of the financial year, and can be transferred or supplemented by appropriations from an amending budget.
[114] C1 credits as voted budget.

Appropriations inscribed in Title 1 (staff expenditures) and Title 2 (infrastructure and operating expenditures) operate as non-differentiated appropriations. Therefore, commitment appropriations under Title 1 (staff expenditure)[115] amounting to 0.46 million euros, and under Title 2 (infrastructure and operating expenditure) amounting to 6.42 million euros, not yet paid in 2024 and for which a valid legal commitment exists, were carried forward to 2025 together with the corresponding payment appropriations, as per Article 12(6) of eu-LISA Financial Rules.

Under Title 3, the largest proportion of payment appropriations was spent on the Interoperability, EES, shared systems infrastructure, and networks. The breakdown of executed payment credits for the operational budget is provided on the following pages.

Further details on all fund sources are presented in Annex II.

Time to pay

The average time to pay for all types of payments remained far below the stipulated time limits: 15.8 days for 30-day payments, and 38.4 days for 60-day payments. Paying its creditors on time demonstrates the efficiency of eu-LISA's financial performance.

Overall, 98.2% of all transactions were made within the contractual time limit. Altogether 58 payments were delayed, of which 16 resulted in late interest, amounting to 12 014.06 euros payable to creditors.

Budget implementation

As part of its annual reporting framework, the Agency publishes its budget execution rates and performance indicators.

Figure 1. Consumption of C1 commitment appropriations (in million euros)
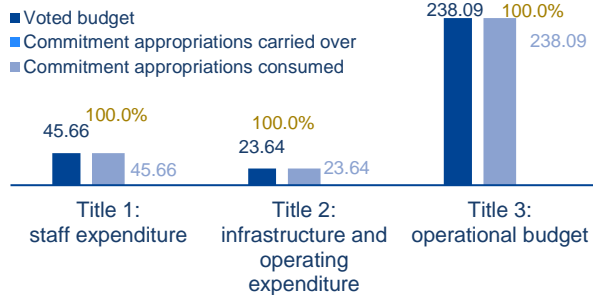
Figure 2. Trends in consumption of funds committed and budgeted during the year (in million euros)
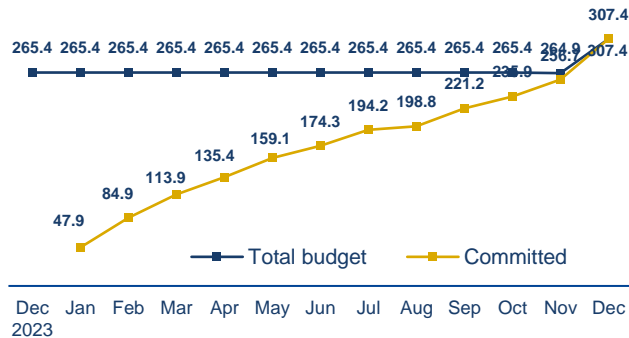
Figure 3. Execution of Title 3 commitment appropriations (in million euros)

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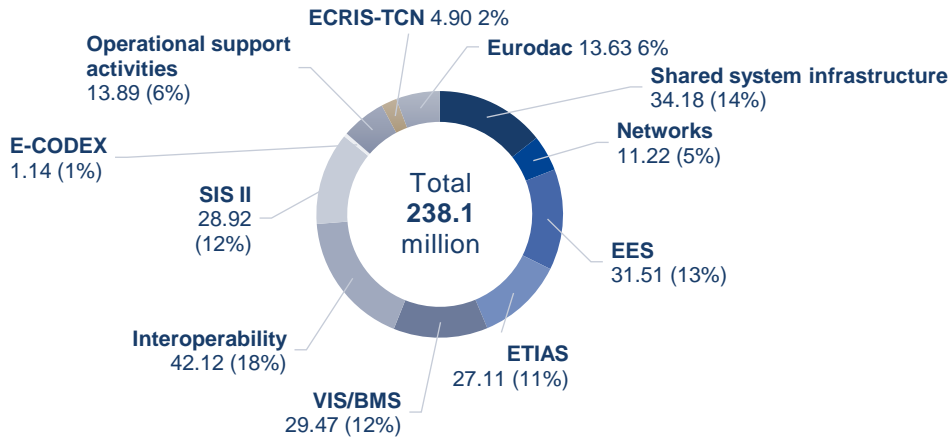
[115] Commitment and payment appropriations related to remuneration are not carried forward.

Figure 4. Consumption of C1 payment appropriations (in million euros)

- Voted budget
- Payment appropriations carried forward
- Payment appropriations consumed

Title 1: staff expenditure — 45.66 / 0.46 (100.0%) / 45.20
Title 2: infrastructure and operating expenditure — 23.64 / 6.42 (100.0%) / 17.22
Title 3: operational budget — 190.81 / 190.81 (100.0%)
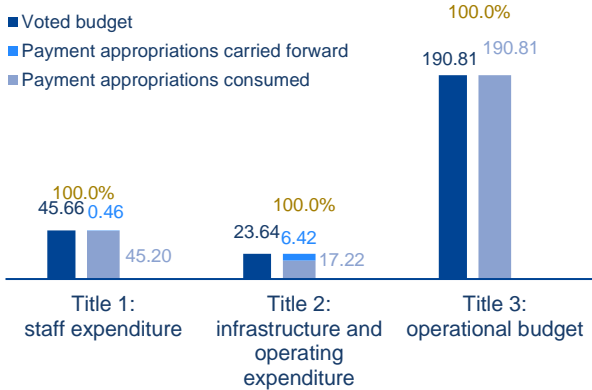
Figure 5. Trends in consumption of funds paid and budgeted during the year (in million euros)

Total budget: 257.4 (Dec 2023 – Nov), 260.1 (Dec)
Paid: 17.7 (Jan), 32.4 (Feb), 46.6 (Mar), 83.1 (Apr), 101.1 (May), 122.0 (Jun), 150.2 (Jul), 169.5 (Aug), 186.2 (Sep), 217.3 (Oct), 234.9 (Nov), 253.2 (Dec)

Dec 2023, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec
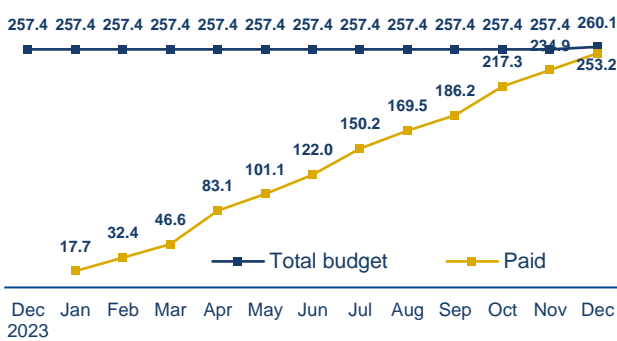
Figure 6. Executed payment appropriations under Title 3 (in million euros)

Total 190.8 million

- ECRIS-TCN 4.37 2%
- Eurodac 6.22 3%
- Shared system infrastructure 25.50 (13%)
- Networks 20.89 (11%)
- EES 37.81 (20%)
- ETIAS 12.28 (6%)
- VIS/BMS 18.27 (10%)
- Interoperability 43.02 (23%)
- SIS II 10.68 (6%)
- E-CODEX 0.46 (0%)
- Operational support activities 11.31 (6%)
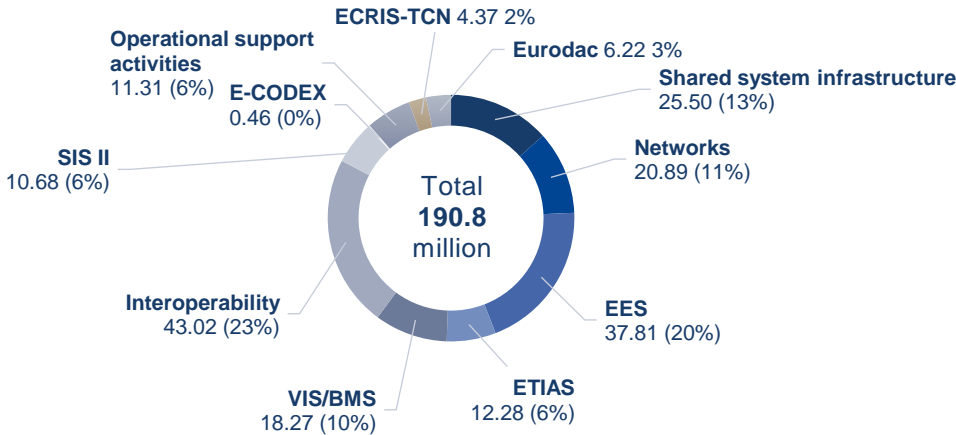
Figure 7. Monthly evolution of overall time to pay

Average: Jan 18.61, Feb 15.26, Mar 15.56, Apr 15.20, May 16.57, Jun 14.53, Jul 17.75, Aug 15.90, Sep 15.62, Oct 15.78, Nov 18.05, Dec 15.91

- A1 Staff Expenditure
- A2 Infrastructure and Operational Expenditure
- B03 Operational Expenditure
- Average
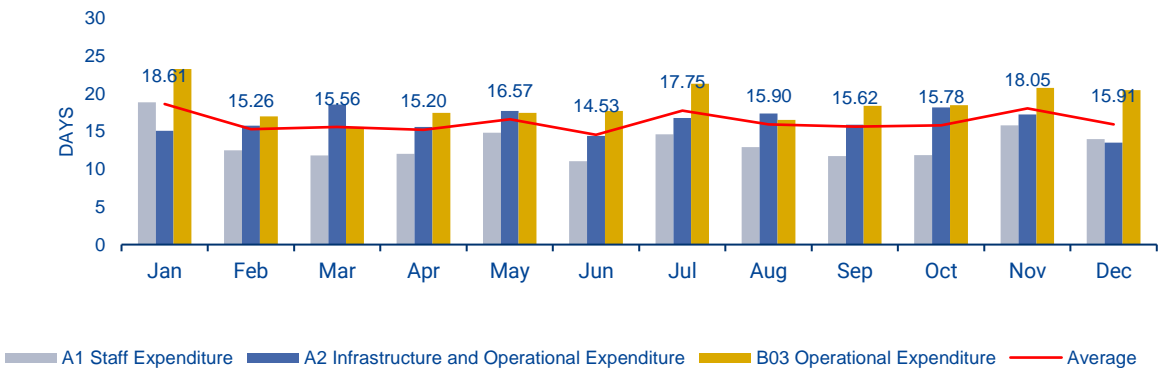
Figure 8. Payments within time limit of 30 days

Average 2024 = 15.8

Q1 16.00, Q2 15.19, Q3 16.29, Q4 15.89

- Time to Pay in days
- Average
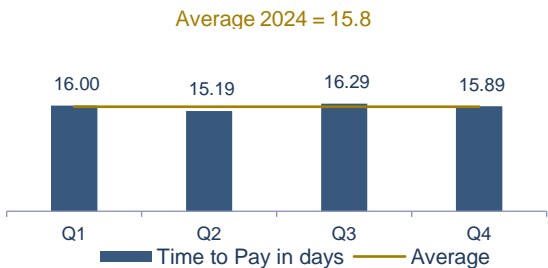
Figure 9. Payments within time limit of 60 days

Average 2024 = 38.4

Q1 34.89, Q2 29.18, Q3 29.80, Q4 57.54

- Time to Pay in days
- Average
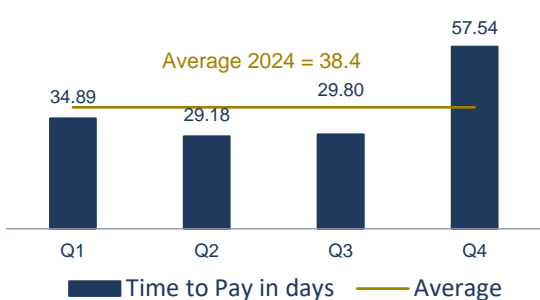
2.3.3. PROCUREMENT PROCEDURES

The volume of legal commitments and overall procurement activities continued to increase in 2024 with 1504 contracts signed during the year, amounting to a 10% increase from 2023, with 1367 transactions signed. In 2024, negotiated procedure for very low value contracts remained the most used procurement procedure.

Figure 10. Contracts, contract amendments and service requests signed in 2023 and 2024

Contracts, contract amendments and service requests signed in 2023 and 2024
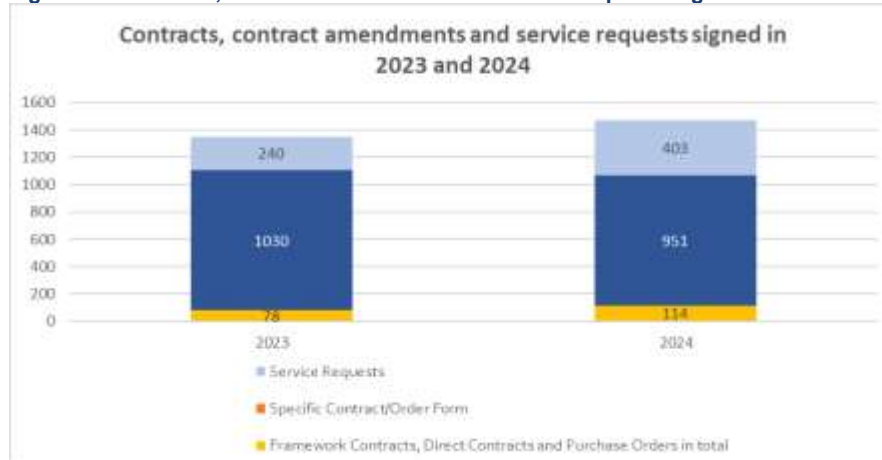
Table 6. Percentage of procurement procedures per type used in 2024

Procedure Type/Legal Basis	Procedure local key	Percentage	Procedure Lot awarded amount (EUR)
Negotiated procedure low value contract	11	17,74%	159,826.41
Negotiated procedure middle value contract	2	3,22%	208,000.00
Negotiated procedure very low value contract	40	64,51%	333,113.83
Negotiated procedure without prior publication	5	8,06%	18,024,329.28
Open procedure	3	4,83%	84,369,478.00
Restricted procedure without dynamic purchasing system	1	1,61%	2,500,000.00
	62		105,594,747.52

In 2024, the agency signed the following contract under point 11.1 (a, b, e and g) of annex 1 of the EU financial regulation:

Procedure number	Title	Contractor	Amount (in EUR)	Legal base
LISA/SXB/2024/NP/0005	Capacity Increase Programme	SOCOTEC CONSTRUCTION SAS	500,000.00	Annex 1 - 11.1 (a)
LISA/2023/NP/02	Provision of medical services (medical examination and prevention) - Tallinn, Estonia	MELIVA AS	150,000.00	Annex 1 - 11.1 (a)
LISA/SXB/2024/NP/0007	Purchase of second-hand furniture for eu-LISA premises	ADIDAS FRANCE	400,000.00	Annex 1 - 11.1 (b)
LISA/SXB/2024/NP/0002 (LISA/2020/OP/01)	Ceiling increase for LISA/2020/OP/01 - Building maintenance services for eu-LISA premises in Strasbourg	AXIMA CONCEPT	3,500,000.00	Annex 1 - 11.1 (e)
LISA/2023/NP/06	Rental of premises for eu-LISA in Strasbourg, France	GROUPAMA GAN PIERRE 1	13 474 329.28	Annex 1127 – 11.1 (g) – Building contracts

2.4. DELEGATION/SUB-DELEGATION OF BUDGET IMPLEMENTATION POWERS TO STAFF

Under Articles 41 and 46 of eu-LISA Financial Rules, the Authorising Officer delegates budget implementation powers to designated Authorising Officers mostly at the level of Head of Unit or Department. These delegations are applied based on the budget ownership matrix, established within eu-LISA by Executive Director decision as the allocation of authority and responsibility to designated staff based on their managerial function within the organisation over planning, implementing, and monitoring of budgetary resources within all financial circuits. The delegation of power stands at the level of a budget line for all fund sources. It is performed by staff formally appointed to that role by an ED decision within a specified amount, i.e., financial ceiling.

The delegation system:
- does not have time limits besides the possibility of withdrawal by the decision of Authorising Officer;
- does not foresee sub-delegations;
- is subject to a set of controls and reporting requirements described in the Charter for Authorising Officers;
- is based on a regular risk analysis performed by the Budget and Finance Unit.

On an annual basis, each Authorising Officer by delegation is required to provide a declaration of assurance to the Executive Director.

2.5. HUMAN RESOURCES MANAGEMENT

Changes to Establishment plan

The eu-LISA's initial establishment plan for 2024, had **401 authorised posts**, comprised of 228 temporary agents (TA), 162 contract agents (CA), and 11 seconded national experts (SNE). In November 2024, to integrate changes stemming from the Pact on Migration and Asylum, eu-LISA's establishment plan was **increased to 421 posts**, increasing the number of temporary agents (239) and contract agents (171). The number of SNE posts did not change during this period.

Staff benchmarking exercise

In accordance with the requirements of the Framework Financial Regulation, and the methodology adopted by the Heads of Administration of EU agencies, eu-LISA performed its annual benchmarking exercise to assess the **ratio of administrative to operational staff**. It is generally considered that an optimal distribution of posts and staff should be around 70% for operational activities, 20% for administrative support and coordination tasks, and 10% for neutral (financial) activities. The results of the 2024 benchmarking exercise indicated that eu-LISA's staff distribution is as follows: 70.6% in operational duties, 18.6% in administrative and coordination tasks, and 10.7% in neutral functions, which reflects an improvement compared to the figures reported in 2023.

Gender and national representation

In 2024, the Agency's staff comprises individuals from **23 nationalities**: 22 EU member states and the United Kingdom. As eu-LISA's seat is in Estonia, and the operational site in France (except e-CODEX in Estonia), the Agency does not consider the high percentage of French nationality – 21.86% – a significant distortion of the overall geographical balance. Nevertheless, eu-LISA continued to encourage participation of under-represented nationalities in the selection process and considering the nationality when selecting suitable candidates from available reserve lists.

Although eu-LISA has observed a positive trend compared to earlier years in gender representation, in 2024 there was a slight decrease (0.35%) as the increasing number of posts is not accompanied by more applications from the underrepresented gender. Furthermore, several female staff resigned during the year. The **female representation was 34.15% overall and 27.27% among managers**, similar to previous years. To improve the situation, eu-LISA continued attending industry fairs and circulating vacancy notices on dedicated forums.

Talent acquisition and development

The Agency continued its efforts to increase its occupancy rate. However, due to changes stemming from the Pact on Migration and Asylum, eu-LISA's establishment plan was increased in November. The period available for recruiting additional staff was not sufficient to conclude the recruitment process, particularly in respect of statutory notice periods for the candidates' current employers.

Throughout the year, the Agency continued adopting a more effective approach to managing reserve lists and selection procedures. Considering the upcoming recruitments for core IT functions as well as initiative to enhance in-house development capabilities (software engineering, solutions expertise), eu-LISA established two large-scale talent pools at AD5 and AD6 levels. The Agency also continued to use EPSO reserve lists and shared reserve lists with other agencies.

To further enhance its recruitment, eu-LISA set a target of 100 days for its selection process, significantly reducing the duration of the process. This has significantly boosted both the quantity and quality of applications. This progress has enabled to fill critical positions across the organisation. Key milestones included the successful completion of multiple selections, including the ones for the Deputy Executive Director, Heads of Units, Heads of Departments, and specialised roles in IT, strengthening the capacity to meet the Agency's strategic goals. However, while eu-LISA recruited a high number of new staff in 2024, many of these recruitments had a neutral impact on the overall total staff number, as among 63 candidates selected in 2024, 21 were internal candidates successfully passing a selection procedure.

Furthermore, eu-LISA continued strengthening its position as an employer of choice in the IT landscape. The Agency expanded it internship programme to include interns in operations, with a particular emphasis on promoting female participation in STEM[116] fields to foster gender diversity and build a strong pipeline of future professionals.

2.6.   STRATEGY FOR EFFICIENCY GAINS

The Agency continuously aimed for higher efficiency and improved utilisation of its resources to contribute to the implementation of the EU's JHA policies.

The use of **digital solutions**, such as videoconferencing capabilities for meetings (internal, inter-agency, the Commission), has resulted in budgetary savings from mission costs, while also reducing the Agency's overall carbon footprint. In addition, eu-LISA continued delivering most of its **training activities online** (96% participants online)**,** which helped reduce costs and workload of eu-LISA staff, while also providing cost-saving opportunities for Member States in terms of time spent and cost of participation. Further efficiency gains are generated by the fact that most online training materials are reusable.

In **recruitment**, the Agency gained additional efficiencies through collaborating with other agencies in the joint procurement for the publication of vacancy notices and by exchanging established reserve lists of successful candidates. Additionally, eu-LISA continued revising its sourcing strategy, critically needed to enable better allocation of external support based on the Agency's needs, reflecting different types of services across different types of contracts. Particular attention was paid to adjustments needed to regain control of critical processes and functions to ensure better control over setting up the interoperability architecture and develop requirements for new systems. In parallel, the Agency put in place a new framework contract for sourcing interim staff. This will support sound budget management, while also providing a better overview of eu-LISA's human resources.

In **procurement and contract management**, the Agency revamped its contracts monitoring tool to simplify access via one-stop-shop interface for improved control and monitoring of contractual deadlines and facilitating information exchange. However further improvements are planned in order to make the tool more effective and comprehensive. Additionally, eu-LISA joined the Commission's PPMT tool for publishing notices and procurement documents in Tenders Electronic Daily and in the Funding and Tender's Portal. Furthermore, the Agency adopted a **price negotiation process** for better control over contractual lifecycle and quality of sourcing, thereby ensuring more cost-effective use of financial resources.

As for operations, eu-LISA put significant effort in implementing more **agile ways of working at scale**, enhancing transversality by bringing different teams under temporary cross-functional squads to deliver critical projects, and continued modernising its operational model towards less dependence on external contractors. In particular, the Agency started development of the new Eurodac by piloting a new development approach, aiming at transforming eu-LISA from a service provider into a business partner for Member States. Moreover, to increase efficiency, the Agency launched the **Software Factory (SoFa) initiative** providing a standardised framework for agile and iterative software development, to streamline production, accelerate delivery, while also transitioning to more cost-effective and scalable development.

To reduce the pressure on **infrastructure** costs, eu-LISA investigated **cloud technology solutions** and methods to standardise system maintenance. In 2024, the Agency set up a comprehensive cloud platform (CCP) and deployed its first cloud-based system – e-CODEX. CCP will offer faster setup and easier scaling of application environments, as it requires no procurement of hardware. The Agency also drafted its cloud strategy aimed at adopting sovereign cloud technologies (within the possibilities given by the legal framework). The cloud strategy was adopted by the Management Board in January 2025.[117]

Furthermore, eu-LISA conducted an internal mapping of use cases where **artificial intelligence** (generative AI) could improve or support corporate and operational efficiency, to optimise repetitive or low-value tasks, allowing staff to focus on higher-value activities. The first pilots will be deployed in 2025. In 2024, the

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[116] STEM stands for science, technology, engineering, and mathematics.
[117] *eu-LISA's Cloud Strategy for Core Business Systems: A Hybrid Multi-Cloud Hosting Framework*, adopted in 2025.

Commission's generative AI tools were made available to all staff, leading to efficiency gains, e.g. in the translation of documents, or by drastically cutting the workload and time needed for meeting minutes through the speech to text module.

In 2024, eu-LISA launched a study to assess how **digitalisation** could support and manage its internal processes more efficiently, by facilitating access and reinforcing compliance. The Agency also continued investing the digitalisation of its internal processes and IT tools to facilitate daily work. For example, **HR files were digitalised**, making all documentation available to staff via Sysper, incl. improving the availability of administrative documentation and career development. The Agency also digitalised appraisal and probation reporting and streamlined the appraisal process making it more agile and effective.

To ensure effective monitoring of JHA information systems, eu-LISA continued enhancing its operational service tools by moving towards a complete IT ecosystem. Taking advantage of AI and machine capabilities, eu-LISA demonstrated a **new event management system** for real-time monitoring and managing events across all systems and infrastructure to reduce response time and facilitate faster incident resolution. In parallel, the Agency began implementing a new **ticketing tool** (ServiceNow, Snow) to resolve issues more efficiently and improve customer experience, while allowing more cost-efficient process management in the future.

2.7. ASSESSMENT OF AUDIT AND EX-POST EVALUATION RESULTS

2.7.1. THE COMMISSION'S INTERNAL AUDIT SERVICE AND EU-LISA'S INTERNAL AUDIT CAPABILITY

Throughout the year, the internal audit capability of eu-LISA (**IAC**) served as a contact point for the Internal Audit Service of the European Commission (**IAS**), the European Court of Auditors (**ECA**) and the European Anti-Fraud Office **(OLAF)**. This role is important in ensuring minimal disruption of the Agency's regular operation and avoid the duplication of efforts.

Table 7. Summary of internal audit topics covered in 2024

Auditor	Audit topic delivered[118]	Thematic and results
IAC	Audit risk assessment of the Agency's corporate IT infrastructure - focus on IT security	The objective was to provide independent, objective, reasonable assurance on the adequacy of the design of the internal controls put in place to minimise the business impact of information security vulnerabilities and incidents in the remit of the management of Agency's corporate ICT system. The result outlined the identified residual risks in the scope of five control objectives, following an evaluation of the existence of the expected internal controls and of the adequacy of their design. Appropriate mitigating actions have been taken.
IAC	Audit of eu-LISA financial circuits - including the management of ABAC access rights (assurance)	The internal controls in place for eu-LISA's Financial Circuits are adequately designed and operating effectively to provide reasonable assurance that financial transactions are processed accurately, efficiently, and in compliance with applicable regulations, rules, policies and procedures. The Head of Internal Audit Capability, as Neutral Verifier, also validates the compliance of ABAC access rights against responsibilities of the authorising officer and authorising officers by delegation in accordance with the standing procedures in place at eu-LISA as of 15/05/2024. Following the audit, an appropriate Action Plan was put in place.
IAC	Audit of Internal Control and Risk Management processes (assurance)	The internal controls put in place for the Internal Control and Risk Management processes are adequately designed, operating effectively and efficiently to provide reasonable assurance that the Agency objectives set for the two processes are met. Following the audit, an appropriate Action Plan was put in place.
IAC	Audit of Agency's Environmental Management System (assurance)	Internal controls for the environmental management system are adequately designed and operating effectively to provide reasonable assurance that eu-LISA: ▪ properly manages and mitigates all environmental impacts of its activities across its premises and offices in Tallinn, Strasbourg, and Brussels, ▪ would achieve the 2024 objectives set for the EMS, ▪ is in a relatively strong position and depending on the approach of the external auditor, there are good chances of achieving EMAS registration. However, there remains work to be done to solidify compliance across all areas and meet the full expectations of the EMAS registration process. Following the audit, an appropriate Action Plan was put in place.

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[118] **Assurance:** independent assessment of effectiveness of risk management, control and governance processes. **Coordination** with external audit and other internal control and monitoring functions: coverage and assurance that duplicate efforts are minimised where possible. **Consulting** services: management-requested activities, the nature and scope of which are agreed with the Executive Director of eu-LISA. They are intended to add value and improve the eu-LISA's governance, risk management and control processes.

Auditor	Audit topic delivered[118]	Thematic and results
IAC	Audit of Configuration Management process (assurance)	The internal controls put in place for the operational Configuration Management process are adequately designed and are operating effectively and efficiently to provide reasonable assurance that the Agency objectives set for the process are met. Following the audit, an appropriate Action Plan was put in place
IAC	Audit procedures related to the Agency's Anti-fraud Strategy (assurance)	The Agency reasonably achieved the objectives set in the Anti-fraud Strategy for the 2022-2024 period. However, the following opportunities for strengthening internal controls in place to mitigate the fraud risk are: 1. Management should lead by example and stimulate staff participation to awareness sessions on integrity, ethics and anti-fraud. 2. Management should reinforce the implementation of Implementing Rules on Guide to Missions adopted by the Agency. 3. The Quality Board should start providing assurance to senior management over achievement of quality criteria and indicators in the key operational areas of the Agency i.e. programme and project management, operational management of core business systems, corporate processes. 4. Continue to carry out and fully document regular reviews on staff and external user accounts for all communication and information systems of eu-LISA to ensure compliance with applicable security policies and standards, so that to minimise security vulnerabilities to be exploited by potential fraud perpetrators. 5. The Control Strategy should be formally approved and included in a monitoring system to ensure its timely and effective implementation. All these potential improvements will be considered when preparing of the Anti-fraud Strategy for the next cycle 2025–2027.
IAC, IAS, ECA	Follow-up to audit recommendations	The auditors confirmed 17 audit recommendations as fully implemented and closed them. Details are available in the dedicated chapter below.
IAC	Integrated monitoring and reporting on open audit recommendations	The objective of monitoring was to confirm that issues are solved, and improvements are implemented. IAC monitors and reports to eu-LISA's governance on the progress the Agency makes with the implementation of action plans put in place to various audit recommendations.
ECA	Legality and regularity of 2023 Accounts - final	IAC coordinated and facilitated the work with both, the ECA audit team and eu-LISA's teams concerned by the audit. Given the qualified opinion on the legality and regularity of the payments, IAC also facilitated the extensive adversarial procedure between ECA's auditor and eu-LISA's management and the preparation of the Agency's action plan to address ECA's observations. Details are available in the dedicated chapter below.
IAC	IAC annual audit risk assessment	The work consisted of holding workshops and reviews with management, collection and analysis of relevant information and drafting risk reports at the unit, department and Agency's level. The assessment was also important to ensure management's proper understanding and handover of risk management and internal control systems after the reorganisation of the Agency announced on 14 March 2024 and the resignation of the Executive Director effective 1 July 2024. As ECA issued another qualified audit opinion on the regularity and legality of payments (while acknowledging that most of the transactions qualified as irregular were coming from previous findings), IAC continued to respond proactively and transparently to this high impact reputational negative event by: ■ engaging with the ECA audit team to understand the findings and reasons behind the qualified audit opinion (during the audit and the adversarial procedure), ■ communicating regularly with Agency's governance on the audit progress, opinion and its implications, ■ conducting a root-cause analysis to identify the underlying issues that led to that audit opinion, ■ planning internal control reviews for year 2025 to prevent similar issues from arising in the future.
IAS	IAS audit on Procurement and Contract Management	IAC facilitated successfully the implementation of the audit. The objective of the audit was to assess the adequacy of the design and the effectiveness and efficiency of the governance, risk management and internal control system for the procurement and contract management processes. Although the processes related to the procurement and contract management in eu-LISA are overall adequately designed, a very important weakness regarding the improvements needed to the Agency's contract monitoring tool and coordination of monitoring of contracts was identified, impacting the effectiveness and efficiency of the process. Following the audit, an appropriate Action Plan was agreed.
IAC	Legality & regularity of 2024 Accounts - *interim*	IAC facilitated successfully the implementation of the external audit.

2.7.2. EUROPEAN COURT OF AUDITORS (ECA)

In 2024, the European Court of Auditors (ECA) finalised the annual **audit on eu-LISA's annual accounts** for the financial year 2023. The Court audited the Agency's accounts (comprising the financial statements and budget implementation reports for the financial year ended on 31 December 2023) and the legality and regularity of the transactions underlying those accounts.

In ECA's opinion, eu-LISA's accounts for the year 2023 present fairly, in all material respects, its financial position as of 31 December 2023 (results of operations, cash flows, changes in net assets) in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector. However, under the emphasis of matter title, the Court draws attention to Note 2.2.5.3 to the annual accounts for 2023 regarding the financial situation of a key contractor with two active framework contracts.

In ECA's opinion, the revenues underlying the accounts for the year that ended 31 December 2023 are legal and regular in all material respects. Concerning payments, ECA identified a total amount of payments of 12.6 million EUR affected by non-compliance, representing 3.2% of the payment appropriations available in 2023, thus exceeding the materiality threshold set for the audit and resulting in a qualified opinion on the legality and regularity of payments underlying the accounts. However, the bulk of the irregular payment amount reported for 2023 (9.9 million of 12.6 million euros) relates to observations raised already in 2022. In terms of the amounts concerned, most of the contracts affected by error have either expired or been terminated by eu-LISA in 2023. ECA also made observations on the management, control systems and budgetary management that did not call the above opinions into question. The Agency devised an action plan to address these observations.

2.7.3. EUROPEAN DATA PROTECTION SUPERVISOR (EDPS)

External audits on data protection compliance facilitate a high level of data protection and continuous improvement for the operational management of JHA information systems. In 2024, eu-LISA continued to follow up on progress with the **implementation of recommendations** identified in previous EDPS audits:

- **Eurodac, SIS and VIS audit**, conducted in October 2022, resulted in a final report which was received in September 2023, including 37 recommendations (of which 29 were closed by the end of 2024),
- **SIS audit**, conducted in December 2023, culminated in a final report that was received in September 2024, containing 22 recommendations (of which 1 was closed by the end of 2024); the Management Board adopted its final comments on the draft report in June 2024 which was formally adopted on 31 July 2024. The comments were submitted to the EDPS on 2 August 2024, in full compliance with the deadline.

In all instances, the Agency prepared corresponding action plans, incorporating the recommendations put forward by the EDPS, while also providing quarterly reports to the EDPS, and status reports on outstanding recommendations to the Management Board and its Audit, Compliance and Finance Committee (ACFC).

2.8.   FOLLOW-UP ON AUDIT RECOMMENDATIONS

2.8.1. FOLLOW-UP ON AUDIT RECOMMENDATIONS AND RELATED ACTION PLANS

The Agency's Internal Audit Capability continued monitoring the progress with implementing audit recommendations. IAC collected updates from the owners of these recommendations and compiled monitoring reports for the Executive Director and the Management Board.

In 2024, the Agency effectively closed almost all important and oldest recommendations (except on sourcing strategy, see below) and achieved very high **implementation rate of 97%**, with 34 recommendations implemented out of 35 recommendations due in 2024. Table below, summarises the status of progress with implementing audit recommendations from IAS, IAC, ECA and OLAF as of 31 December 2024.

Table 8. Status of progress with implementing audit recommendations from IAS, IAC, ECA and OLAF

Recommendations by rating	Total open for 2024	In progress	Implemented	Past due	Closed	Total open at the end of 2024
critical	-	-	-	-	-	-
very important	22	1	20	1	8	14
important	16	2	14	-	9	7
Total	**38**	**3**	**34**	**1**	**17**	**21**

Terminology:
- **in progress:** implementation is proceeding according to plan or new deadline / action plan agreed with the auditor,
- **implemented:** confirmed by the recommendation owner and is ready for the auditor's follow-up,

- **past due**: implementation is in progress but was not achieved by the agreed deadline,
- **closed:** the auditor has formally closed the issue,
- **critical:** fundamental weakness in the audited process that is detrimental at the entity level,
- **very important**: fundamental weakness that is detrimental to the whole process (all ECA recommendations carry this designation),
- **important:** significant weakness in the whole process or a fundamental weakness in a significant part of the audited process.

Table 9. Outstanding audit recommendations, incl. significant delays (> 6 months, as at 31.12.2024)

Auditor/ Audit Title / year	Title	Rating	Original deadline	Delay	Agency's actions
IAS / Report on staff recruitment and engagement of structural service providers and organisational ethics in eu-LISA / 2020	Sourcing of human resource needs to be based on a documented and updated assessment	very important	30/06/2021	4 years	In March 2024, a major reorganisation was launched to support the new ways of working to ensure the successful delivery of the Interoperability Roadmap. eu-LISA will receive the results of the external evaluation in 2025. These two elements form the basis for updating the sourcing strategy and resource allocation method. Therefore, the Agency has refined the recommended implementation plan and takes the target date to August 2025.

The Agency remained committed to taking prompt and decisive action to address the delays in the implementation of these outstanding recommendations, including revising target dates as well as keeping auditors informed about progress with implementing relevant action plans.

To confirm the closure of the recommendations stated as 'implemented' by eu-LISA (items under 'closed'), IAS and IAC carried out annual follow-up on action plans that were declared as 'implemented' and closed 19 audit recommendations. The ECA also followed up on the implementation of its audit recommendations from previous years.

2.8.2. FOLLOW-UP ACTIONS RELATED TO INVESTIGATIONS CONDUCTED BY OLAF[119]

In 2024, the Agency started implementing recommendations from OLAF investigations related to case OC/2022/0866/A2.

2.9. FOLLOW-UP ON OBSERVATIONS FROM THE DISCHARGE AUTHORITY

In 2024, the Budgetary Control Committee (CONT) of the European Parliament launched the annual discharge procedure on the activities of EU agencies and joint undertakings performed in the financial year 2023. This procedure ensures compliance with the relevant legal and regulatory requirements and the application of sound financial management principles, namely economy, efficiency and effectiveness.

In May 2025, the European Parliament granted the Executive Director of eu-LISA discharge regarding the implementation of the Agency's budget in 2023, approved closing eu-LISA's accounts for the financial year 2023 and shared its observations in a resolution.

The main observations concerned:

- **recurring irregularity of the payments** (framework contract irregularity, unjustified negotiated procedure, unauthorised contract amendment, non-compliance with contract terms);
- **recurrent and excessive levels of carry-overs**;
- **gender balance**.

To highlight identified areas for improvement and address areas of critical interest, the Agency, in particular:
- took the necessary steps to strengthen its **contract management procedures** to mitigate the weaknesses identified by auditors;
- put together action plan including several measures to respect the annuality principle and designed new processes to reduce carry-overs in line with the principle of annuality;
- redefined its recruitment strategy to better address gender balance.

The Agency took necessary actions prepared measures to address observations.

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[119] Article 11 of *Regulation (EU/Euratom) 883/2013* concerning investigations conducted by the European Anti-Fraud Office (OLAF).

Table 10. Observations of the Discharge Authority

No	Observation of the Discharge Authority	Response and measures taken by the Agency
General		
1	■ calls for the enhancement of governance mechanisms to avoid duplication of competencies and to improve operational efficiency	**Closed** The Agency conducted a reorganisation on March 2024, followed by adjustments on 16 March 2025. The Agency is regularly reviewing and optimising its internal governance structures. Furthermore, the Agency created charters for all internal entities to inform all staff, thus ensuring proper function, process and services ownership and avoiding overlapping or governance gaps. More, the Agency's external evaluation is currently ongoing with assessment of the governance part of it.
Budgetary and financial management		
2	■ calls on agencies to provide on an annual basis a detailed breakdown of expenditures, including disaggregated data on external contracts, consultancy services and subcontractors ■ insists on the need for real-time digital reporting tools that improve financial oversight and accountability to the European Parliament and the public ■ encourages further progress in audit recommendations	**Closed** The Agency provides analytical details on its expenditure in the annual accounts and in the report on budgetary and financial management which is sent to the budgetary authority. The Agency has internal monitoring reports. The Management Committee of the Agency ensures monthly review of budget execution with all units. In 2024, the Agency has achieved a rate of 97% of handling audit recommendations
Overview of audit results		
3	■ observes, however, that while an unqualified opinion on the legality and regularity of the payments underlying the accounts was issued for most agencies, exception were noted for eu-LISA	**Ongoing** The Agency acknowledges the observation and invites to refer to the response to observation 43 below.
4	■ Observes that, for eu-LISA, the qualification concerns irregular payments totalling EUR 12,6 million made in 2023, representing 3,2% of total payment appropriations available including EUR 2,7 million for contracts audited in 2023 and EUR 9,9 million for contracts assessed as irregular in the 2022 audit report	**Ongoing** The largest irregularity related to the Framework Contract from the exceptional Negotiated Procedure for VIS, as highlighted by ECA in its 2022 report, was awarded against the advice of internal control services. In this perspective, the current remaining actions under internal control relate only to the lessons learned and follow up to management override of internal controls. At the same time, the Agency is actively implementing a set of measures to ensure full compliance and timeliness when awarding and implementing contracts, as follows: ■ streamline procurement and contract management, ■ reinforce legal checks by the procurement team at key points of procurement and contract management processes, ■ implement the control strategy adopted in 2024 for the period of 2024-2025 with focus on procurement and contract management ■ update the procurement strategy aligned with sourcing strategy and agile methodology, ■ perform a new risk analysis related to the design of the financial circuits, ■ adopt a new policy on budgetary management, ownership, and financial controls, ■ set up an investment policy and related governance body. All these measures aim to ensure that clear roles, responsibilities, processes, guidelines and instructions, as well as unified tool, training and e-learning material for contract management, are in place; and to develop and deploy of an ex-post control capability.
5	■ Notes with concern the recurrence of a qualified opinion on the legality and regularity of eu-LISA's payments, reflecting persistent issues raised by the Court in previous reports since 2020 ■ takes note of the Court's observation that most of the contracts affected by error have either expired or been terminated by eu-LISA in 2023	**Ongoing** The Agency takes the ECA's observations as a matter of utmost importance and is fully committed to implementing them. There is still one ongoing specific contract that had generated irregular payments as reported by ECA in the previous years.

No	Observation of the Discharge Authority	Response and measures taken by the Agency
6	Observes that the basis for a qualified opinion (eu-LISA) in 2023 included the following irregularities:	**Ongoing**

No	Observation of the Discharge Authority	Response and measures taken by the Agency

6

- Observes that the basis for a qualified opinion (eu-LISA) in 2023 included the following irregularities:
  - – framework Contract Irregularity: notes that eu-LISA made significant changes in some pricing elements of the financial offers of two tenderers, going beyond the corrections allowed under Article 151 of the Financial, directly affecting the tender's outcome, with related payments totalling EUR 2,7 million in 2023
  - – unjustified Negotiated Procedure: further notes the irregular payment of EUR 7,7 million connected to a framework contract awarded via a negotiated procedure without proper justification, contravening procurement standards
  - – unauthorised Contract Amendment: observes that payments amounting to EUR 1,8 million were classified as irregular following an unauthorized amendment that increased the value of a fixed-price contract by EUR 3,6 million
  - – non-compliance with Framework Contract Terms: notes with concern that payments of the framework contract for maintaining shared infrastructure totalling EUR 0,4 million were irregular, as the specific contract deviated from the framework contract

Ongoing

The Agency reviewed the Procurement Guidelines and Contract Management Policy and created a new Contract Management Manual, reviewed the checklists and workflows.

The Agency is actively implementing measures to ensure full compliance and timeliness when awarding and implementing contracts (i.e., new procurement and contract management unit in place, reinforcing checks, updated control strategy and procurement strategy).

7

- Expresses deep concern over the recurrence of procurement issues that result in a qualified opinion for the fourth year in a row and urges eu-LISA to take immediate corrective action to address and prevent these problems in future financial management and procurement practices, ensuring full compliance with the Financial Regulation
- calls for informing the European Parliament on the progress in question before 30 June 2025

Ongoing

The Agency takes the ECA's observations as a matter of utmost importance and is fully committed to implementing them. There is still one ongoing specific contract that had generated irregular payments as reported by ECA in the previous years.

The Agency will also inform European Parliament on the progress in question.

8

- Insists that although the Financial Regulation does not set ceilings for carryovers, recurrent and excessive levels of carryovers undermine the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle
- notes that in 14 Agencies (inc. eu-LISA) the level of carryovers affecting all budget titles combined is higher than 15%

Closed

eu-LISA implements its budget with more than 70% in differentiated appropriations, for which carry-overs reflect the multi-annual nature of operations in compliance with the Financial Rules.

For Title 2, the carry-forwards exceeded the 20% threshold indicated by ECA, mainly due to the significant expenditure in external support staff, physical security services, and corporate IT.

In order to reduce carryovers, since 2023 a series of measures have been adopted. The main initiative is the re-engineering of commitment periods to better fit the annual cycle. This is expected to progressively reduce unpaid commitments to be transferred to the next financial year.

These actions halved the carryovers 2024 to 2025 by almost 50% compared to the previous year.

9

- Highlights that the Court issued 'emphasis of matter' paragraphs to underline a matter presented or disclosed in the accounts which is of such importance that it is fundamental to the understanding of the accounts or the underlying revenue or payments
- further notes that, for the 2023 financial year, the Court used 'emphasis of matter' paragraphs for the eu-LISA

Not applicable

The Agency acknowledges the observation.

10

- Observes that the accounts of eu-LISA include a disclosure regarding the financial situation of a key contractor with two active framework contracts
- notes that eu-LISA has two active framework contracts with a contractor that is a member of a consortium, and that this contractor replaced its parent company in the contracts and is responsible for implementing and maintaining the Entry Exit System and providing services under the Transversal Operations Framework Lot 1
- takes note that the outstanding contracted amounts are EUR 97,5 million and EUR 41 million respectively
- notes that in order to address potential risks related to the financial viability of the parent company, eu-LISA closely monitors the contractor's financial health using independent risk assessment tools and direct queries

Ongoing

The Agency acknowledges the observation.

eu-LISA confirms that is monitoring the situation regarding that contactor.

No	Observation of the Discharge Authority	Response and measures taken by the Agency
	▪ notes that additionally, eu-LISA regularly assesses the progress of Assets under Development (AuDs) to ensure no adverse impacts on their mandate and are proactive in managing and mitigating risks associated with supply chain disruptions within the limits of the financial rule	

Performance

No	Observation of the Discharge Authority	Response and measures taken by the Agency
11	▪ Recommends that the Agencies take action to meet outstanding or delayed indicators and regularly adjust their KPIs to enhance performance	**Ongoing** The agency is regularly reviewing its corporate KPIs. The Agency has initiated a new revision, that will also take into account the new system entering in operations. In addition, the agency has started developing its own Balanced Scorecards to better track performance.
12	▪ insists on the introduction of performance-based budgeting and efficiency benchmarks to ensure optimal resource allocation and impact-driven governance	**Closed** eu-LISA has established several dimensions of the performance budgeting framework (cp. OECD, 2023): ▪ set up a detailed performance reporting and monthly review; ▪ accountability and transparency is enforced by a budget ownership model; ▪ enabling environment for sound financial management is built in the financial circuits. Suite of reports has been created to ensure analytical decision making.
13	▪ Takes note of the new interoperability roadmap ▪ acknowledges that the new timeline for the roll-out and interoperability of Union information systems was necessary due to delays in development of the Entry/Exit System (EES), European Travel Information and Authorisation System (ETIAS) and European Criminal Records Information System on third-country nationals (ECRIS-TCN) ▪ underlines that swift, effective and reliable information exchange, in accordance with the applicable legislation, is critical for sustaining and strengthening the Union's area of freedom, security and justice ▪ in this regard acknowledges the work and improvements achieved by eu-LISA	**Not applicable** The Agency acknowledges the observation.

Procurement

No	Observation of the Discharge Authority	Response and measures taken by the Agency
14	▪ Notes with concern that public procurement weaknesses remain the largest source of irregular payments; highlights that the Court made 38 observations on public procurement weaknesses in 2023 (compared to 41 in 2022 and 28 in 2021) ▪ urges agencies to introduce measures to ensure strict adherence to procurement regulations and the principles of transparency, competition and cost-effectiveness ▪ reminds the need for regular training programs for staff on financial management, procurement rules and fraud prevention ▪ calls for stricter accountability measures ensuring that any persistent deficiencies lead to targeted corrective actions and consequences for repeated non-compliance	**Ongoing** As reported during budgetary authority hearing, as all major public actors in the IT domain, eu-LISA is facing significant challenges in reconciling the dynamic changes of the market with the full compliance with procurements constraints coming from primary and secondary legislation while delivery effective large scale IT systems. The Agency takes the compliance with procurement rules as a matter of utmost importance and is fully committed to implementing them. The Agency has actively stared to explore (and progressively implement) "Agile" methodology and adjust the contractual set-up accordingly and is building a new procurement strategy in close cooperation between operational and procurement teams. Moreover, the Agency provides regular trainings/updates for financial actors, incl. sharing lessons learned based on practical examples from EXC/NC. A dedicated session with the Commission has been held and fruitful exchanges with other agencies (e.g. EMA) are ongoing to gather all lessons learnt from other EU institutions and bodies.

No	Observation of the Discharge Authority	Response and measures taken by the Agency
15	▪ Notes that, according to the Court, 13[120] of the observations on weaknesses leading to irregular payments in 2023 refer to irregularities detected and mentioned in previous audits ▪ notes that for the remaining 25 observations, nine impacted payments and the other 16 did not lead to irregular payments in 2023 ▪ notes that the observations of the year that did not affect payments relate to the agencies ACER, EBA, eu-LISA, ESMA, EMSA, ENISA, ERA, EIGE, ECDC, EEA, EUDA, EUAA and CEPOL ▪ takes note of the Agencies replies and calls on them to take measures to correct the weaknesses detected and report back to the discharge authority on the actions taken to address them	**Ongoing** The Agency closely monitors open audit findings and implements the corresponding action plans until they are closed.
15	▪ Draws attention to the nine observations of the year made by the Court that affect payments ▪ notes that in the case of ENISA, eu-LISA, as well as for ELA, the irregularities detected, along with those identified in previous audits that resulted in payments in 2023 (only for eu-LISA and ELA), form the basis for a qualified opinion by the Court and have been described under heading "Overview of the audit results" of this resolution	**Ongoing** The largest irregularity related to the Framework Contract resulting from the exceptional Negotiated Procedure for VIS, as highlighted by ECA in its 2022 report, was awarded against the advice of internal control services. In this perspective, the current remaining actions under internal control relate only to the lessons learned and follow up to management override of internal controls. Moreover, the Agency has implemented targeted actions implemented that led to unqualified opinion for 2024.
17	▪ Echoes the Court's recommendation that, when implementing framework contracts, the agencies concerned should only use specific contracts to procure goods or services covered by the associated framework contract ▪ further echoes the Court's recommendation that the agencies concerned should also ensure that they comply with the rules given in the Financial Regulation for modifying existing contracts, that specific contracts define the prices quantities and delivery times and that contract implementation is subject to adequate checks relating to these key elements	**Ongoing** The Agency takes the ECA's observations as a matter of utmost importance and is fully committed to implementing them. The Agency has updated its Contract Management Policy, Procurement Guidelines and created a new Contract Management Manual aimed at ensuring legality, coherence and consistency of the procurement and contract implementation process.

Staffing policy, gender equality, inclusion, conflict of interest and fraud prevention

No	Observation of the Discharge Authority	Response and measures taken by the Agency
18	▪ Notes that, in 2023, the staff turnover rate was more than 5% in 18 out of 33 agencies (incl. eu-LISA) ▪ commends the agencies that have taken targeted measures to prevent high staff turnover rates ▪ highlights the importance for all agencies to implement measures with a view to improving talent management and retention ▪ counts on EUAN to be a forum for its member agencies with regard to exchanging good practices and, where possible, joining forces in this regard ▪ calls on the Commission to actively support agencies in recruiting the necessary expertise to fulfil their mandates, encouraging closer cooperation with universities and other relevant institutions	**Ongoing** In 2023, eu-LISA launched an Internal Mobility Programme with the aim of capitalising on the competencies of existing staff members and to foster continuous professional growth within the Agency. The call was launched to identify a new Head of Sector for the Operational Service Tools Sector in the Systems Operations Unit, concluding with the appointment of one staff member to the role. Another measure that increases the chances of staff retention in the agency is the possibility of development and growth. In 2023, total, 62 new staff members were recruited (accepted job offers by 31 December 2023) out of which 13 staff members were offered new career growth opportunities within eu-LISA.
19	▪ Highlights that geographical balance is still a challenge for several agencies for which considerable percentages of their overall staff are nationals of the Member State where the agencies are located	**Ongoing** Given that eu-LISA's primary offices are located in Tallinn, Estonia and Strasbourg, France, the relatively high proportion of Estonian and particularly French staff (up to 22% in each respective location) is not considered to significantly distort the overall geographical balance. Over time, the representation of Estonian and French staff has remained stable, allowing for balance to be maintained through the inclusion of other nationalities. A number of represented nationalities is also stable and shows diversity, while efforts are undertaken in highlighting in the vacancy notices the underrepresented nationalities to encourage applications from these countries.

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[120] Observations from previous years affecting payments in 2023: eu-LISA 3 observations EUR 7,7 million, EUR 1,8 million, EUR 0,4 million, and basis for qualified opinion.

No	Observation of the Discharge Authority	Response and measures taken by the Agency
20	■ Acknowledges that attracting talent and ensuring a geographically diverse work force are linked to agencies' individual specificities (e.g. location, infrastructure, schooling, policy area), as well as to external limiting factors (e.g. competition with the private sector, job uncertainty due to short term contracts, low correction coefficients)	**Ongoing** The Agency continued to strengthen its position as an employer of choice in the IT landscape, emphasis on promoting female participation in STEM fields to foster gender diversity.
21	■ Highlights that some Agencies make extensive use of external consultants, mainly in the ICT area but also in the areas of their core business, which make up significant parts of their operational budget ■ calls on all the agencies to prioritise permanent staff over external consultants and contractual staff in order to guarantee high quality working conditions and to prevent the loss of knowledge and experience ■ calls, moreover, on the agencies to prevent job uncertainty due to short term contracts and prioritise long-term employment ■ appeals, in this regard, for flexibility for agencies to convert seconded national expert (SNE) posts into temporary agent posts, ensuring expertise retention, operational functionality and business continuity ■ further insists on avoiding the externalisation of tasks to consultancies when know-how is available in-house	**Ongoing** The outsourcing of significant quantity of professional services are necessary for the full implementation of its mandate as the Agency was never sized for the direct implementation of a number of activities necessary for the development and maintenance of large-scale IT systems by the statutory staff only or mainly. While the outsourcing has been based on high value added focused on IT knowledge and skills, it was never limited to the acquisition of specialist knowledge on a short-time basis. eu-LISA's outsourcing requirements are systematic, structural and continuous. In addition, these services need managing in a scalable way to respond to the varying status of the IT systems lifecycle. The size and characteristics of the structural outsourcing give rise to specific risks for the Agency, which manages one of the largest budgets among EU bodies, as well as the third largest operational to administrative expenditure ratio. These risks affect several areas of the Agency's business: from the timely execution of assigned tasks to compliance and budget efficiency. The Agency is in the process of re-evaluating past sourcing approaches consisting of entrusting high complex tasks to external contractors, to move towards a more granular and direct control by eu-LISA of activities, especially in the IT development field. However, such approach can only be successful if the Agency can rely on an adequate quantity and quality of internal resources to more directly control the activities being outsources. Without a minimum viable ratio of internal and external resources, the risks mentioned before may hinder the capacity of the Agency to reach its objectives of re-engineering the way it serves the EU and the Member States in the areas of Home affairs, border management and Justice.
22	■ calls for intensified efforts to ensure gender balance at the senior management level and to integrate gender equality systematically into all agency policies, procedures and activities	**Ongoing** While a decision on recruitment at a senior management level is made by the Management Board of the Agency, an awareness on the Commission strategy to improve geographical balance that was shared with the member States materialized in 2024 in the appointment of the Deputy Executive Director fulfilling currently a role of the Executive Director ad interim in the under-represented gender. Selection of the Executive Director is in process.
23	■ Calls on Agencies to set clear targets and timetables to achieve gender balance and geographical diversity in senior management and decision-making bodies, and to systematically report on progress	**Ongoing** The Agency acknowledges the observation and continues it efforts to achieve gender balance.
24	■ Notes that gender distribution has improved in 2023 compared to 2022 at the level of senior and middle management and amongst the management board members ■ notes that the gender balance reported for staff overall did not change ■ encourages eu-LISA to support women in applying for management positions ■ reiterates its calls on the Commission and Member States to observe gender balance when nominating and appointing members of the management or administrative boards ■ recalls the ambition of the agencies to align with the Commission to reach a gender balance of 50% at all levels of its management by the end of 2025 ■ calls on the agencies to keep taking these aspects into consideration with regard to all future recruitment of staff and to work towards the further improvement of gender balance at senior management level	**Ongoing** The Agency acknowledges the observation. In 2023, eu-LISA built on existing initiatives to strengthen its efforts in attracting more female applicants. Also, an awareness of a need to improve gender balance and national diversity is communicated to the actors involved in the selection and recruitment process.

No	Observation of the Discharge Authority	Response and measures taken by the Agency

25
- Urges decentralised agencies to strengthen gender equality policies at all levels, ensuring equal opportunities in recruitment, career progression and working conditions for all staff
- encourages all agencies to adopt and implement robust diversity and inclusion strategies that promote fairness and balance, ensuring equal opportunities and representation of women and minorities in leadership positions
- calls on agencies to develop comprehensive strategies to assess progress and identify areas for improvement
- recalls that the Parliament will assess compliance with these principles in the annual discharge process

Ongoing

At present activities in the domain of increasing diversity are formulated in action plan that has been drafted and implemented in 2024 and shall continue in 2025:
- Adopted the EUAN Charter on Diversity and Inclusion, reaffirming eu-LISA's commitment to creating an inclusive workplace.
- Drafted a Diversity, Equity, and Inclusion (DEI) action plan, expanding on current efforts with a specific focus on gender balance.
- Established a cross-functional working group dedicated to increasing candidate diversity by addressing root causes and implementing long-term solutions.

26
- Notes that all agencies have put in place measures to improve staff's well-being at work and work-life balance
- notes that the number and impact of such measures varies significantly from one agency to another and that no common framework of reference across agencies appears to exist
- calls on the EUAN to coordinate efforts for the development of a common framework of reference in this this regard
- notes with satisfaction that a large majority of agencies have put measures for integration of persons with disabilities in place
- encourages the agencies to maintain good practices of staff well-being, inclusion and integration of persons with disabilities and to continue to address work-life balance, as well as lifelong learning and career development
- stresses the importance of intensifying efforts to achieve gender and geographical balance among institutional staff and in senior management positions
- underlines the useful role that exchanges of best practice can play in the field of staff management
- invites the agencies to provide relevant and regular training to their staff

Ongoing

The Agency has in place well-being programme in form of regular seminars, on-site wellness sessions, and initiatives promoting well-being. The Agency offers variety of learning resources organises targeted training covering specific skills relevant to key areas of the work of the Agency.

Recognising the importance of mental health and well-being, eu-LISA several well-being webinars in 2023. Additionally, staff members have access to individual counselling sessions, subscription to the well-being app provided by the Agency. To support physical health, an on-site exercise specialist was available to encourage daily activity, and related initiatives. These efforts reflect eu-LISA's continued commitment to supporting the well-being of its staff. Also.

Following the staff engagement survey, in response to the lowest-scoring drivers identified, the Agency established working groups to implement targeted actions geared towards addressing these concerns and boosting engagement.

27
- Encourages all agencies to implement a policy for safeguarding personal dignity and preventing psychological and sexual harassment and to participate in the interagency task force of confidential counsellors
- calls, in this regard, for the introduction of compulsory preventive anti-harassment training to be followed by employees of EU agencies
- calls on the agencies to carry out regular reporting, via the follow-up report, on progress in this area

Ongoing

The Agency has in place a policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment and actively participates in EUAN task force on Confidential Counsellors.

The Agency holds annual prevention of harassment training session, as well as covering harassment in detail in information session dedicated to the role of Confidential Counsellors.

28
- Urges all Agencies to further strengthen conflict of interest prevention and management, including systematic declarations of interests by senior management, external experts, and management board members, published in a proactive and accessible manner

Ongoing

Annual declarations of interest are provided by senior management and published by the Agency.

29
- Underlines the importance of safeguarding the independence of EU agencies from undue industry influence to maintain public trust in their decision-making
- expresses concern over regulatory shortcomings and potential conflicts of interest within certain agencies
- highlights issues related to close ties to industry and reports of undue influence, particularly through revolving doors between public institutions and private companies
- stresses the need for greater transparency, stronger oversight mechanisms and a firm commitment to prioritising public health and safety over financial interests

Ongoing

The Agency has set up a Transparency Register to ensure that there is transparency with regard to lobbying. All meetings and contacts of the Executive Director, Deputy Executive Director and Heads of Departments with Economic Operators are registered in this tool.

The Agency implements rules on prevention and management of conflicts of interests, which cover obligations applicable in relation with recruitment and after leaving the service of eu-LISA (on an obligation to seek authorisation for an employment outside the EU Public Service in a period of 2 years after leaving the service).

No	Observation of the Discharge Authority	Response and measures taken by the Agency

Internal control

| 30 | ■ Calls on the agencies to promptly and systematically implement the Court's observations and take concrete corrective measures to address identified weaknesses in internal control framework

■ urges the establishment of stricter accountability measures, ensuring that any persistent deficiencies lead to targeted corrective actions and consequences for repeated non-compliance | **Ongoing**

The Agency is proactively monitoring the deficiency and regularly assessing the effectiveness of its ICF. In addition, the Agency adopted its own Internal Control Strategy to address the most critical deficiencies in the area of contract management.

These measures are meant to strengthen the four control systems impacted by the performance of contract management at eu-LISA:

■ planning, demand and management of requirements,

■ procurement,

■ contract management itself and financial circuits,

■ asset management.

The measures have been integrated in an action plan under implementation. |

Cybersecurity, ethics and transparency

31	■ Draws attention to the need to take all necessary security measures to safeguard the online integrity of processed information, insists on increasing agencies' resilience to cyberattacks or infiltration attempts particularly originating from Russia or any other third country ■ underlines that joint procurement in this field between agencies could result in reduced financial costs and improved results	**Ongoing** Agency is continuously working on increasing Agencies' resilience to cyberattacks or infiltration attempts. eu-LISA reached Maturity Level 1 of the Essential Eight cybersecurity model, showcasing basic security measures to protect against general threats in both CBS & Corporate IT environments, through managed IT security services, penetration testing, hardening tools and CERT-EU services. The Agency is discussing within the JHA Agencies to identify areas to improve the business continuity and security domains, including joint procurement initiatives in the area of security.
32	■ Encourages all agencies to make use of this voluntary possibility and follow the example of eu-LISA and Frontex which are the only two agencies that are requiring third parties' outside contacts to register in the Transparency Register	**Closed** eu-LISA has set up a Transparency Register to ensure that there is transparency with regard to lobbying. All meetings and contacts of the Executive Director, Deputy Executive Director and Heads of Departments with Economic Operators are registered in this tool.
33	■ Notes that eu-LISA focused on cybersecurity and combating threats in the cyber domain, in particular making necessary preparations for obligations stemming from the new Union regulations on information security and cybersecurity ■ highlights that eu-LISA operates and maintains a security monitoring platform, cybersecurity incident plan, response playbooks and 24/7 stand-by duty arrangements to ensure timely identification of and response to cyber threats ■ welcomes the role of eu-LISA in supporting inter-agency cybersecurity exercises in cooperation with the JHA Agencies Network (JHAAN) ■ underlines the importance of decentralised agencies having the full capability to defend themselves against cyberattacks ■ encourages closer cooperation between eu-LISA and the other agencies to build a more resilient, collective response against cybercrime ■ stresses, in this regard, the importance of strengthening cybersecurity measures across all agencies, in light of the increasing risks of cyber threats and data breaches ■ calls for additional investments in secure IT infrastructure and cybersecurity training for the agency's personnel ■ urges agencies to submit an annual cybersecurity risk assessment report to the Parliament and the Court	**Ongoing** eu-LISA has reviewed and assessed maturity of its cybersecurity readiness and mapped emerging tools and opportunities to upscale relevant processes. To comply with the requirements of the Cybersecurity Regulation, the Agency conducted a security maturity assessment using established frameworks. The Agency continuously strengthens its security framework and procedures by closing recommendations from various audits, as well as exchanging best practices and latest information on security-related matters with security experts and communities, such as ENISA, Security Officers Network, JHA security officers' network, Cooperation Group. eu-LISA works in close cooperation with CERT-EU, CERT-EE, ENISA, DIGIT, and other EU Institutions and agencies, focusing on cybersecurity and combating threats in the cyber domain to build a more resilient, collective response against cybercrime. The Agency applies the highest current industry standards of information security as well as best practices to its operational processes. The Agency also creates synergies in the area of Justice and Home Affairs by exchanging best ICT practices with stakeholders, which leads to enhanced common security standards at central and national levels. The growing internal expertise in relevant technical areas allows the Agency to effectively manage risk and optimise the controls that limit the extent of security incidents.eu-LISA constantly works on improving cybersecurity awareness training program for its personnel to adapt to evolving threats and geopolitical situation. The Agency will timely submit the cybersecurity risk assessment to CERT-EU as the base for the development of the implementation plan for cyber risk mitigation.

No	Observation of the Discharge Authority	Response and measures taken by the Agency
34	■ Notes that all agencies have a whistle-blower policy in place ■ calls on all the agencies to ensure they have specific, safe and effective reporting channels in place in line with the relevant requirements of Directive (EU) 2019/1937 of the European Parliament and of the Council on whistleblowing	**Closed** The Agency has implemented specific, safe and effective reporting channels and have published these on dedicated page on Agency's intranet that is accessible to all people working in eu-LISA.
35	■ Advocates for the systematic inclusion of AI-specific risk assessments in internal audits of agencies, ensuring compliance with the Union's ethical guidelines and cybersecurity standards	**Ongoing** The Agency is finalising its first AI strategy, one of the main objectives of this strategy is to implement the structure and safeguards to ensure compliance with AI Act. In addition, the Agency is implementing new tools for risk assessment with potential AI capability.

Sustainability, environmental impact and social inclusion

No	Observation of the Discharge Authority	Response and measures taken by the Agency
36	■ Notes that overall, 33 out of 111 EU agencies (33%) have already implemented the EU Eco-Management and Audit Scheme (EMAS) ■ takes positive note of the proactive steps being undertaken by several agencies in their pursuit of obtaining EMAS certification in the near future (eu-LISA) ■ notes that some of the agencies with a larger budget have not communicated their plans to implement EMAS in the short term	**Closed** eu-LISA was awarded an Eco-Management and Auditing Scheme (EMAS) certificate in April 2025.
37	■ Recalls that the 2022 discharge (horizontal) report pointed to 14 agencies still not having the corporate sustainability plans in place ■ notes that for the 2023 financial year Court's report did not provide updated figures on the issue ■ reiterates the importance of all agencies having the corporate sustainability plans in place ■ urges agencies to report to the Commission about the energy performance of their buildings	**Closed** The Agency publishes its annual sustainability report since 2024.
38	■ Notes with concern that, despite the general trend of progress, some agencies faced difficulties integrating sustainability into their corporate strategies due to procedural inefficiencies and insufficient resource allocation ■ stresses therefore the need for a more cohesive and actionable framework to ensure long-term sustainability in agency operations	**Closed** The Agency publishes its annual sustainability report since 2024.

Follow up of previous years' observations raised by the Court

No	Observation of the Discharge Authority	Response and measures taken by the Agency
39	■ Notes that out of a total of 116 observations made by the Court corresponding to previous years of the agencies that are part of this resolution, a total of 58 have been closed during 2023, with a total of 53 still open and five partially closed ■ the highest number of open observations is for eu-LISA (eight) ■ requests these agencies to take proactive measures to resolve these open issues	**Ongoing** The Agency has been committed to close as many as possible open issues and reduce significantly their number.
40	■ Takes note that six out of the 53 open observations refer to a high level of carryovers (ACER, ELA, EFCA, eu-LISA, FRA, Frontex)	**Closed** In order to reduce carryovers, since 2023 a series of measures have been adopted. The main initiative is the re-engineering of commitment periods to better fit the annual cycle. This is expected to progressively reduce unpaid commitments to be transferred to the next financial year. These actions halved the carryovers 2024 to 2025 by almost 50% compared to the previous year.

Table 11. Follow-up on previous observations of the Discharge Authority

Observation of the Discharge Authority (2022)	Follow-up on outstanding observations
Budgetary and financial management	
■ notes with concern that according to the Court's report the Agency carried over EUR 14,4 million (23%) of available 2022 commitment appropriations to 2023 and that that amount included EUR 13,7 million (or 95%) of appropriations under Title II, related to administrative expenditure (97% in 2021); ■ observes the recurrence of carryovers of appropriations which lead the Court to recall that recurrent high rates of carryovers contradict the budgetary principle of annularity and are indicative of structural issues in the implementation of the budget or weak budgetary planning; ■ notes in this context that the signature in the fourth quarter of 2023 of the new framework contract for the provision of external support services is essential to reach those objectives; ■ expects that the implementation of that action plan will lead to a significant improvement and calls on the Agency to report to the discharge authority on the progress made in that regard.	**Closed** The Agency adopted a series of measures, e.g., re-engineering commitment periods to better fit the annual cycle, resulting in halving the carryovers for non-differentiated appropriations 2024 to 2025 compared to the previous financial year.
Performance	
■ expects a significant contribution of the Agency to the digitalisation of justice in order to improve cooperation between Union's judicial authorities and providing better access to justice for Union citizens and businesses	**Ongoing** eu-LISA has made substantial contributions to the digitalisation of justice at the EU level to improve cooperation between judicial authorities and provide better access to justice for citizens and businesses. eu-LISA's work towards JHA systems interoperability will also contribute to digital justice solutions. To that end, eu-LISA collaborates with Eurojust, Europol and EPPO on e-CODEX, ECRIS-TCN, and in preparation for the JITs CP. The Agency intends to create the Justice Programmes Unit to manage the expected growth in the digitalisation of the Justice domain, which needs to be linked with dedicated efforts and resources in eu-LISA. The Head of Unit will be employed in Tallinn, allowing a balanced organisational growth and further building upon the e-CODEX resources, while ensuring strong transversality between teams and sites.
■ encourages the Agency to continue its cooperation with other Union agencies.	**Closed** Enhancing cooperation with its stakeholders is a priority for eu-LISA. The Agency is pursuing and continuously looking to enhance its established cooperation with other Union Agencies, Institutions and bodies, either bilaterally or under the Agencies Networks (EUAN, JHAAN), as part of its regular activities. Furthermore, eu-LISA aims to strengthen its collaboration with DG JRC of the EC, through an official exchange of letters at the ED level that will set the framework and facilitate the uptake and development of new joint projects between the two institutions.
Efficiency and gains	
■ calls on the Agency to continue its cooperation with other Union agencies so that all available resources can be used.	**Closed** Enhancing cooperation with other EU agencies so that all available resources can be used is part of eu-LISA's continuous activities and efforts for ensuring synergies and collaboration, both achieved through the active involvement in networks (EUAN, JHAAN) and through bilateral cooperation (data center hosting and support services, organising joint cybersecurity exercises).
Staff policy	
■ notes that, despite the Agency's efforts, staff turnover increased from 5,5% in 2021 to 7,1% in 2022 and the occupancy rate dropped to 82%, lower than the Agency's target of 94%, in particular due to the number of short duration and lower grade posts that the Agency has to offer.	**Ongoing** The Agency continued its efforts to improve the occupancy rate and to reduce the turnover. For example, in 2024 and 2025, a number of new posts are open at level AD 6 as an entry grade to encourage applications of more experienced candidates. However, it should be noted that it was flagged during exit interviews that leaving was still due to a better career opportunity compared to an offer of eu-LISA
■ Notes with concern the composition of the Agency's senior and middle management with respect to gender, with 12 men (86%) and 2 women (14 %); of the management board with 50 men (82%) and 11 women (18%); and within the staff overall with 209 men (67%) and 101 women (33%);	**Ongoing** The Agency takes note of the observation. The undertaken efforts need to be continued in the next years to bring the change.

Observation of the Discharge Authority (2022)

- recalls the importance of ensuring gender balance and calls on the Agency to continue its efforts towards gender balance at all levels through concrete actions that attract applications from women for posts offered by the Agency;
- asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the Agency's management board.
- takes note that, in 2022, three administrative inquiries related to harassment were performed and concluded internally, with an additional case taken before the courts;
- calls on the Agency to proceed swiftly with holding those responsible for misconduct accountable.

Follow-up on outstanding observations

Closed

The efforts to promote respect and dignity in the workplace and applying zero tolerance to harassments are ongoing. Any cases of misconduct are handled in line with the eu-LISA policy on protecting dignity of the person and preventing psychological harassment and sexual harassment.

Procurement

- Highlights the observations in the Court's report that led to a qualified opinion due to the irregularity of several payments made in 2022 for a total of EUR 17,8 million in connection with seven specific contracts, representing 4,8% of the total payment appropriations available in 2022;
- notes that the irregularity of those payments is mainly linked to deviations from the corresponding framework contracts;
- notes that according to the Agency's replies to Parliament's written questions, the irregularities with regard to payments made in 2022 can be grouped under three categories, namely amendment of fixed-term contracts (EUR 6,5 million); extension of specific contracts beyond the maximum allowed time period (EUR 3,7 million); and lack of details on requirements in specific contracts (EUR 7,5 million);
- notes that some of those irregular payments, totalling EUR 10,5 million, relate to three specific contracts based on which payments were also made in 2021 and found irregular by the Court in its annual report on Union agencies for that year;
- notes that according to the statements made by the executive director of the Agency during her meeting with Parliament's Committee on Budgetary Control on 29 November 2023 (the 'statements of the executive director') six of the seven specific contracts identified in the Court's report have expired without outstanding payments;
- highlights that this has been a recurring issue for the Agency;
- calls on the Agency to continue to address that issue fully and report back to the discharge authority on the progress achieved.

Ongoing

The Agency took note of these observations and focuses on improving contract drafting accordingly. In order to prevent similar occurrences in the future, the Agency has introduced additional and more specific clauses in new tenders to better reflect operational requirements and facilitate change management.

eu-LISA is committed to delivering its mandate in a fully compliant way. That is why, under its new leadership and taking into account the important comments received from ECA, the Agency has started an in-depth review of its processes in order to identify and remove the root causes of these observations:

- strengthening of its procurement capabilities, through organisational consolidation, acceleration of new recruitments and identification of dedicated external advisors to provide independent expertise on specific and highly complex cases;
- a root-cause analysis on more than 500 contracts (of which 160 are still active) was conducted to identify the underlying issues that lead to observations and define remediation measures. Among the solutions identified: dedicated trainings, introduction of checklists, better definition of roles and enhancement of internal communication on contract management;
- intensify controls with new checklists over contract management activities to ensure no material changes are made to framework contracts;
- drafting the Control Strategy for formal adoption in mid-2024. This will include: risk assessment; cost-benefit analysis; measures to reinforce organisational capabilities; staffing levels and intensity of controls;
- creation of an Executive Director sponsored "zero-defect on contract management" task force to monitor, control and ensure compliance over the conclusion of contracts, from the definition of needs until the signature, including any amendments.

Moreover, the Agency has implemented targeted actions implemented that led to unqualified opinion for 2024.

- Notes with grave concern that 2022 was the third year in a row for which the Court issued a qualified opinion regarding the Agency's procurement and contract management area, with elevated costs borne by eu-LISA, due to irregularities, delayed and inadequate tender procedures and lack of diligence displayed with regard to procurement rules;
- notes the Agency's action plan for an in-depth review of its processes in order to identify and remove the root causes of the recurrent observations of the Court in that area as set out in the Agency's replies to Parliament's written questions, in the Agency's follow-up report and in the statements of the Executive Director;
- expects therefore a lasting improvement as a result of implementing that action plan, in particular given that six of the seven specific contracts deemed by the Court irregular have expired without outstanding payments;
- calls on the Agency to periodically report to the discharge authority on the progress achieved in the implementation of the action plan and any corrective actions undertaken.

Ongoing

Based on lessons learnt, the Agency started its strategic plan.

Moreover, the Agency has implemented targeted actions implemented that led to unqualified opinion for 2024.

Observation of the Discharge Authority (2022)	Follow-up on outstanding observations
■ Notes further two observations regarding the Agency's management and control systems contained in ECA report; ■ notes the first observation with regard to the acquisition of hardware (EUR 27,7 million) for which the price lists of the hardware vendors were not obtained and ex-ante checks were not performed; ■ notes the second observation with regard to the procurement of a transversal operations framework contract with an estimated value of EUR 490 million that for six meetings of the evaluation committee no records were kept and only the final report was signed; ■ calls on the Agency to improve its internal control systems to avoid such shortcomings in the future.	**Ongoing** The Agency takes the ECA's observations as a matter of the utmost importance and implemented measures to address those observations. The Agency is also currently updating its asset management process.

Internal control	
■ notes that a major deficiency on principle 10 'Selects and develops control activities' under the component 'Control activities' persists for a third year in a row; ■ calls on the Agency to continue its efforts to reduce weaknesses in the area of control activities in order to mitigate risks related to the achievement of policies and operational and internal control objectives.	**Ongoing** The Agency adopted its Internal Control Strategy in 2024. The Agency is also currently implementing related action plan. Improving compliance is one of the Agency's key priorities, and it will actively continue to reduce the remaining deficiencies.
■ calls on the Agency to implement the outstanding recommendations and to report to the discharge authority about the progress made.	**Ongoing** At the end of 2024, eu-LISA implemented all but one outstanding recommendation, which will be completed by September 2025.

2.10. ENVIRONMENT MANAGEMENT

The Agency continued implementing its internal environment management system based on the principles of the **EU's Eco-Management and Audit Scheme** (EMAS) and the European Green Deal. In 2024, the focus was on continued improvement of its environmental performance and working towards **registration under** EMAS.[121]

The Agency prepared its **annual environmental statement report** and for the first time published a factsheet on carbon footprint results.[122] In 2024, eu-LISA's carbon footprint was higher due to the increase of electricity consumption at all sites (i.e., due to new systems, new works MDC2). Also, the volume of data increased, namely in reporting district heating consumption for Tallinn. The Agency has put together an action plan to introduce mid-term solution for its reduction.

2.11. ASSESSMENT BY MANAGEMENT

The Agency's management is reasonably confident that suitable controls are in place and functioning as intended with risks monitored and mitigated appropriately and various improvements and reinforcements being monitored and implemented. In 2024, the management focused on improving the management control systems and budgetary, procurement and contract management and managed all major risks. The Agency has also progressed with closing remaining open outstanding audit recommendations and has devised necessary action plans and started implementing necessary actions to address observations from audits and discharge procedure.

2.12. EXTERNAL EVALUATION

In 2024, the Agency finalised a **benchmarking study** which focused on eu-LISA's operational model and the allocation of human resources. The study also included a **review of corporate KPIs** to measure eu-LISA's impact on the implementation of relevant EU policies and the establishment of a balanced scorecard for the management. The outcomes of the benchmarking study were used for designing a **strategic management action plan for 2024–2025** presented to and regularly monitored by the Management Board.

The results of this study also served as input for the **external evaluation** conducted by the European Commission in 2024, focusing on eu-LISA's mandate, tasks and objectives, structure and governance, and resource management, with a view to finding ways to improve the Agency's functioning and increase the added value it provides. Following the evaluation report (expected in 2025), eu-LISA will prepare and implement an action plan, considering the findings and the Commission's recommendations stemming from this evaluation and ensure adequate follow-up. This action plan will complement and be merged with the strategic management action plan.

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[121] eu-LISA was awarded an *Eco-Management and Auditing Scheme* (**EMAS**) certificate in April 2025.
[122] For more detailed information, please refer to *eu-LISA's Environmental Statement for 2023*, published in August 2024.

ASSESSMENT OF THE EFFECTIVENESS OF ICF

3

ASSESSMENT OF THE EFFECTIVENESS OF ICF

3.1. EFFECTIVENESS OF THE INTERNAL CONTROL FRAMEWORK

Internal control is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, while respecting rules and regulations. It supports sound decision-making, reducing risks to acceptable levels. Based on the Decision No 2019-042 of 19.03.2019 of the Management Board of eu-LISA, the Executive Director is tasked to implement the internal control principles and characteristics, and to put in place an organisational structure and internal control system that is in accordance with the principles and characteristics adopted by the Management Board.

A system of internal control allows the management to stay focused on the Agency's pursuit of its operational and financial objectives. At the same time, eu-LISA Financial Rules require that the budget must be implemented in compliance with effective and efficient internal control.

The Executive Director must be able to demonstrate not only that the internal controls have been put in place, but also that they consider other risks and that they work as intended.

Internal control principle number 16 states that the Agency 'selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal controls are present and functioning'.

The assessment of whether the internal control system reduces the risk of not achieving an objective to an acceptable level should follow these logical steps:

- establishment of a baseline for each principle;
- assessment at principle and at component level;
- overall assessment.

The Executive Director is mandated to conduct an overall assessment of the efficiency of eu-LISA Internal Control Framework annually. The annual assessment took place in the period February - April 2025 and provided inputs to the Consolidated Annual Activity Report on the strengths and weaknesses of internal controls at eu-LISA in 2024. In addition, all deficiencies identified in 2023 have been periodically and regularly monitored and followed up (through Central Register of ICF Deficiencies).

The Manager in charge of Risk Management and Internal Control (MRMIC) supports the Executive Director with setting up, monitoring, implementation, assessment and reporting on the Internal Control Framework. In principle, the MRMIC role is held by the Deputy Executive Director. To ensure business continuity and the necessary segregation of duties between the ED and the MRMIC, the role of the MRMIC was temporally delegated by ED decision to the Head of Strategy, Capabilities and Coordination Unit (CCU) Mr. Philippe Harant.

3.2. CONCLUSIONS OF THE ASSESSMENT

Internal control monitoring criteria

The self-assessment conducted in 2025 resulted in 89% of internal control monitoring criteria achieved or partially achieved in 2024.

Internal control monitoring criteria	2022	2023	2024
Total number of indicators	79	79	79
Achieved	56 (71%)	62 (78%)	68 (86%)
partially achieved	8 (10%)	8 (10%)	2 (3%)
not achieved	15 (19%)	9 (10%)	9 (11%)
not available	0 (0%)	1 (1%)	0 (0%)

Internal control strengths and deficiencies

In 2024, 11 internal control deficiencies were identified during the annual assessment: no major deficiency, four moderate deficiencies and seven minor deficiencies (compared to 15 internal control deficiencies in 2023). During the ICF 2025 assessment for 2024, 7 deficiencies were closed, and 4 reduced in severity. Four new deficiencies were identified: two moderate, and two minor. One existing minor deficiency was reclassified as moderate, and one moderate deficiency was kept, leading to a total of 11 internal control deficiencies.

Deficiency status assessment evolution from 2023 to 2025
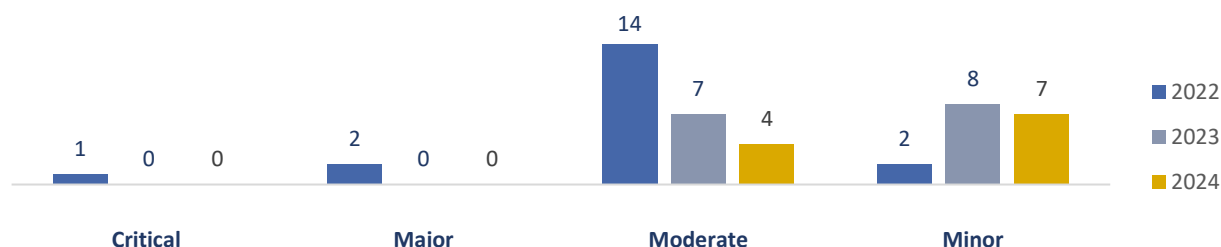
The results of the overall assessment 2024 show that the internal control system of eu-LISA is present, functioning and effective but some improvements are needed (Category 2).

The overall assessment of the five components of the internal control framework is as follows:

Internal control component	Result for 2025	
I Control environment	present and functioning well	Category 1
II Risk assessment	present and functioning, but some improvements are needed	Category 2
III Control activities	present and functioning, but some improvements are needed	Category 2
IV Information and communication	present and functioning well	Category 1
V Monitoring activities	present and functioning well	Category 1

Detailed assessment of ICF components

Internal control component	
Strengths	**Deficiencies**
I Control environment	
■ Oversight of the management, MB and ACFC on internal controls ■ Business continuity and segregation of duties ■ Adoption of the Internal Control Strategy (including basic methodology on costs and efficiency of controls – to be implemented as part of Strategy Action Plan)	■ Participation/attendance at ethics and integrity capabilities/training sessions ■ Finalisation and adoption of the Sourcing Strategy
II Risk assessment	
■ Adoption of Internal Control Strategy and the revised Risk Management Strategy ■ Completion and follow-up on Units' Risk and Unit's Issue Register ■ Establishment of the Central Deficiencies Register and monitoring and follow-up on deficiencies by MRMIC	■ Adherence to fully documented programme and project management approach and related processes ■ Full implementation of recommendations from the Anti-Fraud Action Plan implementation report
III Control activities	
■ Successful implementation of remediation plans and closure of critical audit recommendations (94% implementation rate) ■ Ensuring security objectives, business continuity, and performance vulnerability scans ■ Monitoring, follow up and reporting on deviations (exceptions and non-compliance reports)	■ Completion and adherence to project and programme monitoring and reporting processes and tools ■ Completion of Central IT Asset Register and IT asset management processes ■ Compliance, especially in contract management and monitoring

IV Information and communication	
▪ Revision of internal control monitoring criteria ▪ Testing of an integrated tool (CENTRICS) for internal control and risk management ▪ Annual Revision on the Appointment of Public Access to Documents (PAD) Contact Persons ▪ Internal and external communication channels are well established and functioning	No deficiencies identified.
V Monitoring activities	
▪ Central Register of Deficiencies and systematic monitoring and regular follow-up on the remediation actions. ▪ Methodology for the assessment of the deficiencies' materiality was finalised and formally adopted by MRMIC ▪ Confirmation of the ICF processes performance and reliability of the ICF assessment confirmed by an internal audit.	All deficiencies resolved.

Implementation of the Anti-Fraud Strategy Action Plan for 2024

The Anti-fraud Strategy of the Agency for the period 2022–2024 has three strategic objectives: achieve full compliance with anti-fraud principles, set and maintain a high level of ethics in all activities of eu-LISA, and develop and use data collection and analysis. The action plan compromised 13 actions, each aimed at mitigating one or several fraud risks. By the end of 2024, the Agency reasonably achieved the objectives set with nine actions fully implemented and four actions partially implemented.

Although there were not identified any instances of suspected fraud during this exercise, the opportunities for strengthening internal controls were highlighted be considered when preparing of the Anti-fraud Strategy for the next cycle 2025–2027, i.e., increasing awareness session participation, strengthening implementation of Implementing Rules on Guide to Missions adopted by the Agency, providing assurance over achievement of quality criteria and indicators in the key operational areas, continued reviews on staff and external user accounts, formal approvement of the Control Strategy.

3.3. STATEMENT OF THE MANAGER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL

I, the undersigned,

the manager in charge of risk management and internal control at the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), in my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the (Agency)'s Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Philippe Roger René Harant

Manager in charge of Risk management and Internal Controls *ad interim*

[Qualified electronic signature]

MANAGEMENT ASSURANCE

4

MANAGEMENT ASSURANCE

4.1. REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

Building block 1: Assessment by the management

The Agency's management is reasonably confident that suitable controls are in place and functioning as intended with risks monitored and mitigated appropriately and various improvements and reinforcements being monitored and implemented. Furthermore, eu-LISA's management recognises the need to maintain the effectiveness of its internal control framework and to ensure monitoring and assessment of its implementation to ensure achievement of the Agency's objectives and compliance as set out in the establishing Regulation and strategies.

In 2013 the Agency established a formal procedure for registering exceptions and non-compliance events, with the respective guidelines developed in 2021. The procedure lays down appropriate measures for ensuring that any exceptional cases of overriding controls or deviations from the established regulatory framework are thoroughly explained, registered and reported in accordance with the principle of transparency. All exceptions and non-compliance events must be documented, registered, and approved appropriately before any action is taken. According to eu-LISA guidelines, the management is tasked with following up on all reported cases twice a year via a dedicated analytical report. In 2024, monthly Dashboard Reports on Exceptions and Non-Compliance cases ion the approval workflow as introduced. This strengthened the managerial oversight and control over the reported cases and addressed all bottlenecks in the timely resolution of all cases.

In 2024, 24 cases of exceptions and non-compliance cases were recorded (in 41 reports). All registered cases, as well as the corrective and mitigating actions, were analysed and reviewed by the Agency's management in Q3 20234 and Q1 2025, resulting in the adoption of an Action Plan to minimise their occurrence and impact, as well as for further development of internal controls in the Agency. Reports and analyses were also used in the assessment and identification of deficiencies during the ICF effectiveness assessment.

Building block 2: Results of external audits

The European Court of Auditors (ECA) issued the following statement of assurance to the European Parliament and the Council:

Opinion on the reliability of the accounts: In ECA's opinion, eu-LISA's accounts for the year 2023 present fairly, in all material respects, its financial position as at 31 December 2023 (results of operations, cash flows, changes in net assets) in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector. However, under the emphasis of matter title, the Court draws attention to Note 2.2.5.3 to the annual accounts for 2023 regarding the financial situation of a key contractor with two active framework contracts.

Opinion on the legality and regularity of revenue underlying the accounts: In ECA's opinion, the revenues underlying the accounts for the year ended 31 December 2023 are legal and regular in all material respects.

Opinion on the legality and regularity of payments underlying the accounts: Concerning payments, ECA identified a total amount of payments of 12.6 million EUR affected by non-compliance, representing 3.2% of the payment appropriations available in 2023, thus exceeding the materiality threshold set for the audit and resulting in a qualified opinion on the legality and regularity of payments underlying the accounts. However, the bulk of the irregular payment amount reported for 2023 (9.9 million of 12.6 million euros) relates to observations raised already in 2022. In terms of the amounts concerned, most of the contracts affected by error have either expired or been terminated by eu-LISA in 2023.

ECA also made observations on the management, control systems and budgetary management that did not call the above opinions into question. The Agency devised an action plan to address these observations.

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

The declaration of assurance provided by the Authorising Officer in the Consolidated Annual Activity Report for 2023 contained the following reservations:

- The eu-LISA Management Board concluded in January 2023 that the entry into operation of the Entry/Exit System in May 2023 was no longer feasible. In 2023, the Agency has put in place a new strategy (3 R – Remobilise, Resolve, Renew), in order to unblock the situation. This allowed the preparation of a robust interoperability roadmap, with a gradual implementation in four waves between 2024 and 2026. The roadmap has been endorsed by the eu-LISA Management Board and approved by the Justice and Home Affairs Council (JHA) on 19 October 2023. As of 1st May 2024, the Agency is on track to deliver according to the roadmap. To the knowledge of the Agency all parties are engaged in testing campaigns.

- In consideration of the observations stemming from internal and external audits, residual risks and control weaknesses still exist in the sourcing of human resources needs, controls over procurement and contract management activities in the context of operational programmes and projects, with the potential to affect the regularity of transactions performed in financial year 2023. These issues are currently addressed by the Agency with the objective of a resolution as early as possible. The progress of the open audit recommendation is regularly reviewed by the Management Board.

Additionally, concerning qualified opinion of the European Court of Auditors on the legality and regularity of the 2022 payments underlying the accounts, the Agency devised an action plan to address observations concerning management, control systems and budgetary management.

4.1.1. CONCLUSION

Based on information provided in Chapter 3 of this report, it can be concluded that there are no significant weaknesses in internal controls that might have an impact on the declaration of assurance. Additionally, ECA also made observations on the management, control systems and budgetary management, that did not call their opinions into question. Furthermore, to address the pending audit recommendations related to procurement and contract management, the Agency continued strengthening its procurement and contract management guidelines/procedures.

4.2. RESERVATIONS

Authorising Officer notes following reservations:

- The delivery of new systems was delayed in 2024, and a revised delivery schedule for the Interoperability Roadmap was finally approved on 5 March 2025 by the Justice and Home Affairs (JHA) Council.

- The efficient recruitment of additional human resources and the finalisation of eu-LISA's sourcing strategy to address insourcing and outsourcing needs to achieve a higher degree of internalisation of development projects/programmes remain ongoing priorities for the Agency.

- The reinforcement of an automated IT license management system and related business processes to support the appropriate and systematic monitoring of IT licences usage and their renewals is still underway, which may increase the risk to the regularity of some related transactions performed in financial year 2024.

- The 2024 Annual Accounts required a correction in May 2025, due to the omission of two recovery orders (for a total amount of EUR 476,995.48) successfully cashed in 2024.

These issues are already being addressed by the Agency with the objective of a resolution as early as possible.

DECLARATION OF ASSURANCE

5

DECLARATION OF ASSURANCE

I, the undersigned,

Executive Director ad interim of the European Union Agency for the Operational Management of Large-scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA),

In my capacity as Authorising Officer,

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

I further 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, consultations with the Authorising Officers by Delegation, and on the information at my disposal, such as the results of the annual assessment of the effectiveness of the internal control framework, the annual review of exceptions and non-compliance events, the annual review of the implementation of audit recommendations, and the preliminary opinion of the Court of Auditors on the legality and regularity of the transactions performed in the financial year 2024.

I confirm that I am not aware of anything not reported here which could harm the interests of the Agency or its stakeholders.

However, the following reservations should be noted:

- The delivery of new systems was delayed in 2024, and a revised delivery schedule for the Interoperability Roadmap was finally approved on 5 March 2025 by the Justice and Home Affairs (JHA) Council.
- The efficient recruitment of additional human resources and the finalisation of eu-LISA's sourcing strategy to address insourcing and outsourcing needs to achieve a higher degree of internalisation of development projects/programmes remain ongoing priorities for the Agency.
- The reinforcement of an automated IT license management system and related business processes to support the appropriate and systematic monitoring of IT licences usage and their renewals is still underway, which may increase the risk to the regularity of some related transactions performed in financial year 2024.
- The 2024 Annual Accounts required a correction in May 2025, due to the omission of two recovery orders (for a total amount of EUR 476,995.48) successfully cashed in in 2024.

These issues are already being addressed by the Agency with the objective of a resolution as early as possible.

I also emphasise that I took up the role of Authorising Officer on 16 August 2024.

Marili Männik

Executive Director *ad interim*

[Qualified electronic signature]

ANNEXES

ANNEXES

Annex I. **Core business statistics**

Operational management of JHA information systems

Systems availability and response time						
KPI		**Value**				**Status and data source**[123]
No	**Target**	**2021**	**2022**	**2023**	**2024**	
System availability[124]						
3	**Eurodac central system availability**					
	green ≥99.99% 99.99% > amber ≥ 99.50% red <99.50%	99.80%	99.88%	99.47%	**99.91%**	**Partially on target** mainly due to 1 incident with a firewall misconfiguration *Source: SLA and Central System Availability Report Summary for 2024*
6	**SIS central system availability**					
	green ≥99.99% 99.99% > amber ≥ 99.50% red <99.50%	99.98%	99.94%	99.67%	**99.78%**	**Partially on target** primarily due to 2 incidents: no CPS response and failed switchover maintenance *Source: SLA and Central System Availability Report Summary for 2024*
8	**VIS central system availability**					
	green ≥99.99% 99.99% > amber ≥ 99.50% red <99.50%	99.98%	99.69%	99.97%	**99.92%**	**Partially on target**: unavailable due to load balancer issue during VIS4EES EiO *Source: SLA and Central System Availability Report Summary for 2024*
System response time						
4	**Eurodac central system response time**					
	green ≥99.45% 99.45% > amber ≥ 90% red < 90%	100.00%	99.99%	99.98%	**99.99%**	**On target** *Source: SLA and monthly service reports*
7	**SIS central system response time**					
	green ≥99.5% 99.5% > amber ≥ 99% red <99%	99.85%	98.98 %	99.99%	**100%**	**On target**: *Source: SLA and monthly service reports*
9	**VIS central system response time**					
	green = 100% 100% > amber ≥ 90% red <90%	99.90%	99.70%	99.98%	**99.89%**	**Partially on target**[125] *Source: SLA and monthly service reports*

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[123] **KPI status**: **On target** – target has been achieved, and everything is in '*green*' or within the required scope. **Partially on target** – everything is in '*green*' or '*amber*', or some indicators are slightly below indicated target. **Below target** – at least one indicator is in '*red*' or considerably under the stated target. **Other** – activity was rescheduled or cancelled.

[124] The calculation formula for the availability (full + planned maintenance) is aligned between all systems.

[125] A few deviations on national side due to wide range searches.

Communication infrastructure availability

No	KPI Target	2021	2022	2023	2024	Status and data source
			Value			
Communication infrastructure availability						
5	**Wide Area Network (WAN) availability (for SIS and VIS)[126]**					
	green ≥99.99% 99.99% > amber ≥99.50% red <99.50%	99.9988%	99.9984%	99.9994%	**99.9943%**	**On target[127]** *Source: TESTA-ng availability report*

Operational support and training

No	KPI Target	2021	2022	2023	2024	Status and data source
			Value			
Training to Member States						
16	**Satisfaction with training events**					
	Average score >4 (on a scale 1-6)	5.4	5.4	5.26	**5.22**	**On target** *Source: MS training planning and reporting table*
Operations support centre						
19	**Customer satisfaction: % of end-users satisfied or very satisfied with the overall operation of JHA systems**					
	≥80%	95%	97%	**97.3%** SIS 97.0%, VIS 96.0%, Eurodac 99.0%	**97.8%** SIS 95.5%, VIS 99.0%, Eurodac 99.0%	**On target** *Source: Annual customer satisfaction survey*
20	**eu-LISA Service Desk performance**					
	≥75%	95.00%	82.37%	100%	**95%**	**On target** *Source: Service Desk performance report*

Security

No	KPI Target	2021	2022	2023	2024	Status and data source
			Value			
Security and business continuity						
1	**Percentage of statutory security objectives implemented**					
	100%	100%	100%	100%	**100%**	**On target** *Source: Security assurance dashboard*
2	**Number of emergency drills, security and business continuity-related exercises performed annually**					
	2	2	3	3	**2**	**On target** *Source: Security assurance dashboard*

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[126] EuroDomain indicator is overseen by the Commission's Directorate-General for Digital Services (DIGIT).
[127] The figure is lower than in the previous years due to outage in Poland.

Governance and compliance

No	KPI Target	Value 2021	2022	2023	2024	Status and data source
Project management						
21	**Project assessment: completion evaluated against the baseline of defined quality/cost/time parameters, considering the project tolerances**					
	<10%	15.75%	16.59%	9.83%	n/a	**Other**[128]
22	**Project management: assessing compliance of completed projects against eu-LISA's project management methodology during the project lifecycle**					
	small projects: >75%	20%	no small projects closed	no small projects closed	n/a	**Other**[129]
	medium projects: >80%	76.2%	66%	76%	n/a	
	large projects: >85%	no large projects closed	74%	75%	n/a	
Audit						
23	**Audit: (A) Percentage of audit recommendations implemented within stipulated deadlines**					
	Critical: 100%	n/a	n/a	100%	n/a	**On target** *Source: IAC activity report*
	Very important: ≥90%	72%	63%	80%	**95%**	**On target** *Source: IAC activity report*
	Important: ≥80%	85%	62%	93%	**100%**	**On target** *Source: IAC activity report*
23	**Audit: (B) Number and age of outstanding audit recommendations**					
	Recommendations past due for less than 6 months: ≤4	3	4	0	**0**	**On target** *Source: IAC activity report*
	Recommendations past due between 6 months and 1 year: ≤2	0	0	2	**0**	**On target** *Source: IAC activity report*
	Recommendations past due for more than 1 year: ≤1	6	8	3	**1**	**On target** *Source: IAC activity report*

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[128] In 2024, eu-LISA finalised 2 internal IT projects; no *standard projects** were completed, mainly because of delayed implementation of EES and strong interconnections with other programmes/projects. Since this KPI value is expressed as an average % of deviations (in terms of costs/schedule/scope), with only 2 internal projects in scope, the KPI calculation for 2024 cannot be considered as relevant. *As per eu-LISA internal project management methodology (PPM), **standard project** is an activity that must satisfy the following criteria: (temporary AND uniqueness) AND ((budget AND duration) OR effort)) where budget >300,000.00, duration >3 months and effort >3 FTEs.

[129] This KPI, based on PRINCE 2 methodology, is no longer valid because eu-LISA's internal project management methodology was changed in 2024 with the introduction of the Wave approach and adoption of Agile project management practices.

Administration and general support

No	KPI Target	2021	2022	2023	2024	Status and data source
Environmental management						
15	**Environmental indicator: carbon footprint[130]**					
	lower CO_2 emissions compared to last year	401 tons	570 tons[131]	3507 tCO$_2$eq	**3781 tCO$_2$eq[132]**	*Source: Environmental statement*
Budgetary and financial management						
10	**Cancellation rate of payment appropriations**					
	<5%	7%	10.6%	5.8%	**14.5%**	**Below target[133]** *Source: ABAC data warehouse*
11	**Rate of budgetary commitments implementation (%)**					
	95–99%	100%	99%	100%	**100%**	**On target** *Source: ABAC data warehouse*
12	**Rate of payment implementation (%)**					
	>95%	99%	91.6 %	99.9%	**100%**	**On target** *Source: ABAC data warehouse*
14	**Ratio of payments completed within statutory deadlines (%)**					
	>87.5%	99%	90.1%	96.4%	**98.2%**	**On target** *Source: ABAC data warehouse*
Procurement						
17	**Efficiency of the procurement process[134]**					
	<25%	21.4%	9.5%	16.7%	**0%**	**On target** *Source: procurement report*
18	**Acquisition management: procurement projects on schedule**					
	>60%	80.1%	140%	80%	**63%**	**On target** *Source: procurement report*
Human resources management						
13	**Ratio of administrative resources vs operational resources compared to all human resources (staff and SNEs) (%)**					
	Administrative: 20%	16.9%	16.3%	17.2%	**18.6%**	**Partially on target** *Source: Staff benchmarking exercise 2024*
	Operational: 70%	73.2%	74.7%	74%	**70.6%**	**On target** *Source: HR database, SYSPER reports*
24	**Annual absenteeism rate:**					
	Average number of sick days: <15 per employee	4.1 days	7.5 days	9.7 days	**3.4 days per employee**	**On target** *Source: HR database, SYSPER reports*
	% of staff on long-term sick leave: <10%	3.2%	4.6%	5.3%	**2.2%**	**On target** *Source: HR database, SYSPER reports*
	% of staff not using sick leave: >15%	51.6%	42%	42.7%	**43.0%**	**On target** *Source: HR database, SYSPER reports*

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[130] CO_2 emissions are estimated based on average CO_2 emission factors, as per IPCC guidelines v_2006.

[131] Includes CO_2 emissions of the temporary office building in Illkirch, Strasbourg, France.

[132] The carbon footprint increase is mainly due to the Scope 2 (electricity for all sites and district heating for Tallinn) increase and the change in the calculation where more data (for example waste management process) were considered compared to 2023.

[133] The execution of the carried-forwards payment appropriations was constantly monitored throughout the year, resulting in cancellations whenever the justification of expenditure was no longer valid.

[134] This KPI is calculated as the ratio of tenders cancelled after launch, against the number of tenders launched in the year.

No	KPI / Target	Value 2021	2022	2023	2024	Status and data source
25	**Annual staff turnover (%)**					
	≤5%	5.5%	7.1%	4.1%	**5.3%**	**Above target** increased number of resignations *Source: HR database, SYSPER reports*
26	**Annual occupancy rate (%)**					
	>94%	94.2%	82%	93.5%	**92.4%**[135]	**Below target**[136] *Source: HR database, SYSPER reports*
27	**Talent retention index**[137]					
	>0 for 2021 and 2022 ≤5% for 2023 and 2024	0.2	0.3	1.8%	**0.7%**	**On target**[138] *Source: iLearn appraisal data*
28	**Staff engagement level**					
	≥6.3 for 2021 and 2022 ≥3.8 for 2023 and 2024[139]	7.3	7.3	3.7	**3.7**	**Partially on target**[140] *Source: Engagement Survey – People Success Platform Eletive*
**Stakeholder management and communication**					
29	**eu-LISA external communication impact**					
	Social media: +200 followers per platform per year	LinkedIn: +5490 Twitter: +602 Facebook: +315 YouTube: +389	LinkedIn: +3127 Twitter: +405 Facebook: +285 YouTube: +99	LinkedIn: +4013 Twitter/X: +404 Facebook: +403 YouTube: +89	LinkedIn: **+5262** X: **+235** Facebook: **+651** YouTube: +98	**On target**[141] *Source: web and social media analytics* ** Twitter => X as of July 2023*
	Satisfaction with engagement events: >90%	80%	86.3%	no annual conference in 2023	no annual conference in 2024	**Other**: rescheduled to 2025 *Source: management decision*
	Participation rate: >95%	95%	95.3%	no annual conference in 2023	no annual conference in 2024	**Other**: rescheduled to 2025 *Source: management decision*
		* 2 Industry Roundtables organised in hybrid format, with online participation >=100%				**On target** expected online participation rate >=130
30	**eu-LISA internal communication impact (satisfaction survey)**					
	Participation rate: >51%	55%	59%	58%	52%	**On target** *Source: Annual satisfaction survey*
	Satisfaction rate: >70% internal channels/activities	93%	91%	89%	92%	**On target** *Source: Annual satisfaction survey*

[135] The number includes issued job offers; if issued job offers are excluded, the occupancy rate is 89.1%

[136] Additional posts granted in November 2024 could not be filled in by the end of 2024.

[137] Obsolete, this indicator is dismissed in the proposal for new corporate KPIs submitted to Management Board.

[138] Since 2023, numerical rating is not used in appraisal; 2024 figure indicates % of unsatisfactory appraisals/total number of appraisals.

[139] Change of scale from 0-10 to 1-5; the value 3.8 is the reference for the benchmark in the public sector.

[140] An action plan will be developed and implemented to increase the engagement level.

[141] All social media platforms show remarkable growth of followers, indicating notable overachievement. YouTube is mainly used as a video repository, not an active social media channel; eu-LISA's focus in on active social media.

Annex II. **Statistics on financial management**

Initial budget, transfers and amending budgets

The table below summarises at chapter level the internal budgetary transfers operated for C1 funds in 2024.

Budget Chapter		COMMITMENT APPROPRIATIONS (in m euros)				PAYMENT APPROPRIATIONS (in m euros)			
		initial budget	transfers	amending budget	final budget	initial budget	transfers	amending budget	final budget
A-11	Salaries & allowances	39.25	0.04	2.70	41.99	39.25	0.04	2.70	41.99
A-12	Expenditure related to recruitment	0.20	0.09		0.29	0.20	0.09		0.29
A-13	Mission expenses	0.66	-0.03		0.63	0.66	-0.03		0.63
A-14	Socio-medical infrastructure	2.52	-0.29		2.24	2.52	-0.29		2.24
A-15	Training for staff	1.41	-0.90		0.51	1.41	-0.90		0.51
TITLE 1 - STAFF EXPENDITURE		**44.04**	**-1.09**	**2.70**	**45.66**	**44.04**	**-1.09**	**2.70**	**45.66**
A-20	Expenditure for premises	8.95	-4.06		4.89	8.95	-4.06		4.89
A-21	Corporate IT & telecom	3.75	1.32		5.07	3.75	1.32		5.07
A-22	Movable property and associated costs	0.44	0.22		0.66	0.44	0.22		0.66
A-23	Current administrative expenditure	1.69	-0.01		1.67	1.69	-0.01		1.67
A-25	Management Board	0.75	-0.36		0.39	0.75	-0.36		0.39
A-26	Information and publications	1.54	-0.69		0.85	1.54	-0.69		0.85
A-27	External support services	9.05	-1.50		7.54	9.05	-1.50		7.54
A-28	Security	5.23	-2.66		2.56	5.23	-2.66		2.56
TITLE 2 - INFRASTRUCTURE and OPERATING EXPENDITURE		**31.39**	**-7.74**		**23.64**	**31.39**	**-7.74**		**23.64**
B3-0	Infrastructure	55.75	-9.43		46.32	51.00	-3.73		47.28
B3-1	Home Affairs	114.54	18.96	39.25	172.75	112.30	15.98		128.29
B3-2	Justice	4.29	1.75		6.04	4.40	0.43		4.83
B3-8	Operational support activities	15.42	-2.44		12.98	14.27	-3.86		10.42
TITLE 3 - OPERATIONAL EXPENDITURE		**190.01**	**8.83**	**39.25**	**238.09**	**181.98**	**8.83**		**190.81**
TOTAL		**265.44**	**0.00**	**41.95**	**307.39**	**257.41**	**0.00**	**2.70**	**260.11**

Implementation of eu-LISA budget (funding source C1)

As far as the 2024 appropriations (funding source C1 – EU subsidy for 2024) are concerned.

Budget title	COMMITMENTS (C1, in million euros)			PAYMENTS (C1, in million euros)		
	budgeted	consumed	%	budgeted	consumed	%
Title 1 – Staff expenditure	**45.66**	**45.66**	**100.0%**	**45.66**	**45.66**	**100.0%**
of which executed		45.66	100.0%		45.20	99.0%
of which automatic carry-forward					0.46	1.0%
Title 2 – Infrastructure and Operating expenditure	**23.64**	**23.64**	**100.0%**	**23.64**	**23.64**	**100.0%**
of which executed		23.64	100.0%		17.22	72.8%
of which automatic carry-forward					6.42	27.2%
Title 3 – Operational expenditure	**238.09**	**238.09**	**100.0%**	**190.81**	**190.81**	**100.0%**
of which executed		238.09	100.0%		190.81	100.0%
TOTAL	**307.39**	**307.39**	**100.0%**	**260.11**	**260.11**	**100.0%**
of which executed		307.39	100.0%		253.22	97.4%
of which automatic carry-forward					6.89	2.6%

Implementation of the budget from other funding sources

In addition to the budget for the year (funding source C1), the Agency implemented appropriations:

- from internal assigned revenue (funding source C4),[142]
- carry-forward of commitments (differentiated in Title 3 and non-differentiated in Titles 1 and 2 and the corresponding payment appropriations (non-differentiated only) from previous years (source C8),[143]
- from external assigned revenue, as a contribution from the associated countries pursuant to Article 46(3)(b) of eu-LISA's establishing Regulation and from the European Commission for financing the implementation of the joint investigation teams (JITs) collaboration platform pursuant to Regulation (EU) 2023/969 (funding source R0, Title 3 only).[144]

Budget Title		Fund Source	COMMITMENT			PAYMENT		
			budgeted (in m euros)	consumed (in m euros)	%	budgeted (in m euros)	consumed* (in m euros)	%
A-1	Staff expenditure	C1	45.66	45.66	100.0%	45.66	45.20	99.0%
		C4	0.00	0.00	100.0%	0.00	0.00	100.0%
		C8	0.88	0.78	88.5%	0.88	0.78	88.5%
		Subtotal	46.54	46.44	99.8%	46.54	45.98	98.8%
A-2	Infrastructure and Operating Expenditure	C1	23.64	23.64	100.0%	23.64	17.22	72.8%
		C4	0.46	0.01	1.2%	0.46	0.00	0.0%
		C8	12.35	10.54	85.3%	12.35	10.54	85.3%
		Subtotal	36.45	34.19	93.8%	36.45	27.76	76.2%
B0-3	Operational Expenditure	C1	238.09	238.09	100.0%	190.81	190.81	100.0%
		C4	0.03		0.0%	0.03		0.0%
		C8	350.83	337.27	96.1%			
		R0	106.66	64.62	60.6%	106.66	12.20	11.4%
		Subtotal	695.60	639.98	92.0%	297.49	203.01	68.2%
TOTAL			**778.59**	**720.61**	**92.6%**	**380.49**	**276.75**	**72.7%**

Budgetary transfers

During 2024, 20 internal transfer operations were performed under Article 26(1) and 1 transfer (transfer No 21 – Reference LIS.6335) - under Article 26(1) (related to Title 1) and Article 26(2) (related to Title 2) of eu-LISA Financial Rules.[145] The rationale for the transfers was to ensure optimal budget allocation of commitment and payment appropriations.

Budgetary transfer[146]	Budget Title / Reference	Title 1 Staff expenditures		Title 2 Infrastructure and operating expenditures		Title 3 Operational expenditures	
		commitment appropriation	payment appropriation	commitment appropriation	payment appropriation	commitment appropriation	payment appropriation
1	LIS.6035						transfer within budgetary title
2	LIS.6062 LIS.6063					transfer within budgetary title	
3	LIS.6082	transfer within budgetary title				transfer within budgetary title	
4	LIS.6103			-300,000	-300,000	300,000	300,000
5	LIS.6119	transfer within budgetary title		transfer within budgetary title			
6	LIS.6129					transfer within budgetary title	
7	LIS.6139					transfer within budgetary title	
8	LIS.6162						transfer within budgetary title
9	LIS.6164	transfer within budgetary title		transfer within budgetary title			
10	LIS.6169					transfer within budgetary title	
11	LIS.6168	transfer within budgetary title		transfer within budgetary title			
12	LIS.6209					transfer within budgetary title	
13	LIS.6202			transfer within budgetary title			

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[142] Appropriations from internal assigned revenue of the year.

[143] When commitments are made against non-differentiated appropriations and the corresponding amounts have not been paid in full, the corresponding payment appropriations are carried over automatically only to the next financial year. In this case, the fund source is changed from C1 to C8. The appropriations are carried over to the following year and the corresponding commitments are carried forward. In the case of differentiated appropriations against which the amounts committed have not been paid, the commitments are carried forward automatically, as are corresponding commitment appropriations (fund source C8). The payment appropriations, on the other hand, are not carried over, and other sources of funding will have to be found for the following year (fund source C1).

[144] Appropriations from external assigned revenue (of the year and carried over).

[145] *Financial Rules of eu-LISA*, in force as of 01 September 2019, adopted by Management Board decision No 2019-198.

[146] Budget transfers between titles are indicated in full value in euros.

Budgetary transfer[146]	Budget Title Reference	Title 1 Staff expenditures		Title 2 Infrastructure and operating expenditures		Title 3 Operational expenditures	
		commitment appropriation	payment appropriation	commitment appropriation	payment appropriation	commitment appropriation	payment appropriation
14	LIS.6204					transfer within budgetary title	
15	LIS.6234	1,950,000	1,950,000	-1,950,000	-1,950,000		
16	LIS.6237			-885,461	-885,461	885,461	885,461
	LIS.6239					transfer within budgetary title	
17	LIS.6258					transfer within budgetary title	
18	LIS.6279	-2,815,666	-2,815,666	-2,824,505	-2,824,505	5,640,172	5,640,172
	LIS.6280	transfer within budgetary title					
19	LIS.6299					transfer within budgetary title	
20	LIS.6326					transfer within budgetary title	
21	LIS.6335	-221,656	-221,656	-1,783,775	-1,783,775	2,005,430	2,005,430
TOTAL		**-1,087,322**	**-1,087,322**	**-7,743,741**	**-7,743,741**	**8,831,063**	**8,831,063**

Detailed list of budgetary transfers (all fund sources)

No.	reference	date	budget line	commitment appropriation	payment appropriation
1	LIS.6035	25/01/2024	B03820 Advisory Groups	0.00	-200,000.00
			B03811 Consultancies and studies	0.00	920,000.00
			B03111 EES	0.00	26,124,754.00
			B03112 ETIAS	0.00	9,100,794.00
			B03810 External Support	0.00	-720,000.00
			B03000 Shared System Infrastructure	0.00	-7,559,417.00
			B03100 SIS II	0.00	-6,711,922.00
			B03110 VIS	0.00	-14,430,543.00
			B03010 Wide Area networks	0.00	-6,523,666.00
2	LIS.6062	20/02/2024	B03820 Advisory Groups	0.00	-400,000.00
			B03002 Back-up site - running costs	0.00	-600,000.00
			B03811 Consultancies and studies	572.82	0.00
			B03120 EURODAC	0.00	2,700,000.00
			B03810 External Support	-572.82	-600,000.00
			B03800 System security and business continuity	0.00	-600,000.00
			B03802 Training for Member States	0.00	-500,000.00
	LIS.6063		B03111 EES	-3,424,989.52	-3,424,989.52
			B03130 Interoperability	-350,010.48	-350,010.48
			B03000 Shared System Infrastructure	3,775,000.00	3,775,000.00
3	LIS.6082	19/04/2024	A01402 European school	-185,204.98	-185,204.98
			A01120 SNEs and Trainees allowances	185,204.98	185,204.98
			B03111 EES	7,200,000.00	0.00
			B03112 ETIAS	14,000,000.00	0.00
			B03120 EURODAC	2,750,000.00	0.00
			B03130 Interoperability	-6,900,000.00	0.00
			B03000 Shared System Infrastructure	-7,600,000.00	0.00
			B03100 SIS II	8,600,000.00	0.00
			B03010 Wide Area networks	-18,050,000.00	0.00
4	LIS.6103	14/06/2024	A02000 Expenditure for premises	-300,000.00	-300,000.00
			B03820 Advisory Groups	-80,000.00	0.00
			B03811 Consultancies and studies	498,968.61	480,820.45
			B03810 External Support	300,000.00	-260,820.45
			B03821 Other meetings and missions	80,000.00	80,000.00
			B03800 System security and business continuity	-498,968.61	0.00
5	LIS.6119	11/07/2024	A01400 Annual medical checkup	10,000.00	10,000.00
			A01120 SNEs and Trainees allowances	80,000.00	80,000.00
			A01500 Training for staff	-90,000.00	-90,000.00

No.	reference	date	budget line	commitment appropriation	payment appropriation
			A02000 Expenditure for premises	-500,000.00	-500,000.00
			A02700 External Support Services	712,000.00	712,000.00
			A02600 Information and Publications	-212,000.00	-212,000.00
6	LIS.6129	31/07/2024	B03820 Advisory Groups	0.00	-200,000.00
			B03811 Consultancies and studies	0.00	-498,968.61
			B03200 ECRIS	0.00	198,000.00
			B03111 EES	0.00	-2,808,000.00
			B03130 Interoperability	0.00	6,280,968.61
			B03821 Other meetings and missions	0.00	-190,000.00
			B03101 PRUM	0.00	-4,150,000.00
			B03100 SIS II	0.00	165,000.00
			B03110 VIS	0.00	1,077,000.00
			B03010 Wide Area networks	0.00	126,000.00
7	LIS.6139	29/08/2024	B03112 ETIAS	0.00	-3,299,396.00
			B03130 Interoperability	5,590,916.25	0.00
			B03110 VIS	-5,590,916.25	0.00
			B03010 Wide Area networks	0.00	3,299,396.00
8	LIS.6162	24/09/2024	B03820 Advisory Groups	0.00	-300,000.00
			B03111 EES	0.00	-4,700,000.00
			B03112 ETIAS	0.00	-2,000,000.00
			B03810 External Support	0.00	465,000.00
			B03130 Interoperability	0.00	1,000,000.00
			B03821 Other meetings and missions	0.00	-60,000.00
			B03822 Schengen evaluations	0.00	-5,000.00
			B03000 Shared System Infrastructure	0.00	1,000,000.00
			B03100 SIS II	0.00	500,000.00
			B03802 Training for Member States	0.00	-400,000.00
			B03110 VIS	0.00	1,500,000.00
			B03010 Wide Area networks	0.00	3,000,000.00
9	LIS.6164	24/09/2024	A01200 Recruitment and Reassignment Expenditure	250,000.00	250,000.00
			A01500 Training for staff	-250,000.00	-250,000.00
			A02100 Corporate IT & Telecom	1,000,000.00	1,000,000.00
			A02000 Expenditure for premises	-1,135,000.00	-1,135,000.00
			A02200 Office Equipment and logistical services	135,000.00	135,000.00
10	LIS.6169	08/10/2024	B03820 Advisory Groups	-920,000.00	0.00
			B03002 Back-up site - running costs	-1,060,000.00	-100,000.00
			B03811 Consultancies and studies	-428,968.61	0.00
			B03201 E-CODEX	-735,381.50	-830,000.00
			B03200 ECRIS	586,645.10	0.00
			B03111 EES	3,619,160.56	-4,189,000.00
			B03112 ETIAS	0.00	-881,000.00
			B03810 External Support	-71,626.51	0.00
			B03130 Interoperability	4,351,748.87	3,000,000.00
			B03101 PRUM	-4,150,000.00	0.00
			B03000 Shared System Infrastructure	-1,889,713.75	3,000,000.00
			B03100 SIS II	871,771.84	0.00
			B03801 Test and Transition	-333,636.00	0.00
			B03802 Training for Member States	-900,000.00	0.00
			B03110 VIS	3,560,000.00	0.00
			B03010 Wide Area networks	-2,500,000.00	0.00
11	LIS.6168	09/10/2024	A01100 TA salaries and allowances	250,000.00	250,000.00

No.	reference	date	budget line	commitment appropriation	payment appropriation
			A01500 Training for staff	-250,000.00	-250,000.00
			A02800 Corporate Security	-136,000.00	-136,000.00
			A02000 Expenditure for premises	-400,000.00	-400,000.00
			A02331 HR fees and charges	16,000.00	16,000.00
			A02200 Office Equipment and logistical services	400,000.00	400,000.00
			A02330 Other Running Costs	120,000.00	120,000.00
12	LIS.6209	31/10/2024	B03820 Advisory Groups	0.00	-20,000.00
			B03111 EES	0.00	-660,652.52
			B03120 EURODAC	0.00	-353,205.18
			B03810 External Support	0.00	-100,000.00
			B03130 Interoperability	0.00	2,244,723.07
			B03821 Other meetings and missions	0.00	-46,000.00
			B03822 Schengen evaluations	0.00	-5,000.00
			B03000 Shared System Infrastructure	1,000,000.00	-302,000.00
			B03100 SIS II	0.00	-700,000.00
			B03800 System security and business continuity	0.00	77,134.63
			B03801 Test and Transition	0.00	-35,000.00
			B03802 Training for Member States	0.00	-100,000.00
			B03110 VIS	-1,000,000.00	0.00
13	LIS.6202	25/10/2024	A02100 Corporate IT & Telecom	400,000.00	400,000.00
			A02000 Expenditure for premises	-400,000.00	-400,000.00
14	LIS.6204	31/10/2024	B03111 EES	-1,319,691.92	0.00
			B03112 ETIAS	-3,518,852.10	0.00
			B03120 EURODAC	-1,329,070.16	0.00
			B03100 SIS II	-90,556.64	0.00
			B03110 VIS	-3,326,957.41	0.00
			B03010 Wide Area networks	9,585,128.23	0.00
15	LIS.6234	22/11/2024	A01400 Annual medical checkup	-3,868.40	-3,868.40
			A01110 CA salaries and allowances	1,153,346.49	1,153,346.49
			A01200 Recruitment and Reassignment Expenditure	-136,478.09	-136,478.09
			A01100 TA salaries and allowances	1,200,000.00	1,200,000.00
			A01500 Training for staff	-263,000.00	-263,000.00
			A02100 Corporate IT & Telecom	-20,950.00	-20,950.00
			A02800 Corporate Security	-593,290.73	-593,290.73
			A02220 Documentation and Library Expenditure	-660.95	-660.95
			A02000 Expenditure for premises	-277,633.60	-277,633.60
			A02700 External Support Services	-236,761.07	-236,761.07
			A02331 HR fees and charges	-548.38	-548.38
			A02600 Information and Publications	-360,077.91	-360,077.91
			A02320 Legal Expenses	-56,617.74	-56,617.74
			A02500 MB meetings	-30,202.17	-30,202.17
			A02200 Office Equipment and logistical services	-121,048.21	-121,048.21
			A02510 Other meetings	-205,117.73	-205,117.73
			A02330 Other Running Costs	-47,091.51	-47,091.51
16	LIS.6237	22/11/2024	A02800 Corporate Security	-595,461.40	-595,461.40
			A02000 Expenditure for premises	-290,000.00	-290,000.00
			B03201 E-CODEX	0.00	6,107.00
			B03200 ECRIS	0.00	46,275.00
			B03111 EES	0.00	150,000.00
			B03112 ETIAS	0.00	40,713.70
			B03120 EURODAC	0.00	-1,428,173.70

No.	reference	date	budget line	commitment appropriation	payment appropriation
			B03810 External Support	0.00	-600,000.00
			B03130 Interoperability	0.00	426,927.00
			B03821 Other meetings and missions	-29,401.75	0.00
			B03822 Schengen evaluations	-10,000.00	0.00
			B03000 Shared System Infrastructure	3,550,273.20	539,534.40
			B03800 System security and business continuity	39,401.75	-81,000.00
			B03110 VIS	-2,664,811.80	1,785,078.00
	LIS.6239		B03111 EES	-6,464,818.48	-6,464,818.48
			B03130 Interoperability	1,500,000.00	1,500,000.00
			B03000 Shared System Infrastructure	6,464,818.48	6,464,818.48
			B03110 VIS	-1,500,000.00	-1,500,000.00
17	LIS.6258	28/11/2024	B03111 EES	-4,000,000.00	-4,000,000.00
			B03112 ETIAS	-1,000,000.00	-1,000,000.00
			B03120 EURODAC	-500,000.00	-500,000.00
			B03100 SIS II	-2,000,000.00	-2,000,000.00
			B03110 VIS	-8,405,937.07	-8,405,937.07
			B03010 Wide Area networks	15,905,937.07	15,905,937.07
18	LIS.6279	11/12/2024	A01110 CA salaries and allowances	-718,797.25	-718,797.25
			A01301 Mission Expenses	-72.00	-72.00
			A01401 Nursery allowance	-40,994.43	-40,994.43
			A01200 Recruitment and Reassignment Expenditure	-16,159.56	-16,159.56
			A01120 SNEs and Trainees allowances	-13,329.24	-13,329.24
			A01403 Social activities	-53,282.20	-53,282.20
			A01100 TA salaries and allowances	-1,935,370.34	-1,935,370.34
			A01500 Training for staff	-37,661.35	-37,661.35
			A02100 Corporate IT & Telecom	18,430.96	18,430.96
			A02800 Corporate Security	-974,265.00	-974,265.00
			A02000 Expenditure for premises	-268,430.96	-268,430.96
			A02700 External Support Services	-1,502,953.95	-1,502,953.95
			A02320 Legal Expenses	-15,000.00	-15,000.00
			A02200 Office Equipment and logistical services	-77,367.82	-77,367.82
			A02510 Other meetings	-4,918.66	-4,918.66
			B03820 Advisory Groups	-153,664.78	-101,367.52
			B03002 Back-up site - running costs	-57,761.60	-105,183.90
			B03811 Consultancies and studies	-70,000.00	0.00
			B03201 E-CODEX	0.00	90,693.16
			B03200 ECRIS	1,025,709.23	1,025,709.23
			B03111 EES	1,553,517.96	1,553,517.96
			B03112 ETIAS	775,525.71	775,525.71
			B03120 EURODAC	0.00	-146,490.61
			B03810 External Support	0.00	464,543.82
			B03130 Interoperability	1,766,338.69	1,766,338.69
			B03821 Other meetings and missions	-16,598.25	-50,433.88
			B03822 Schengen evaluations	-26,560.28	-17,760.83
			B03000 Shared System Infrastructure	646,933.59	820,152.48
			B03100 SIS II	0.00	-263,546.48
			B03800 System security and business continuity	196,733.78	36,161.87
			B03801 Test and Transition	0.00	-82,350.96
			B03802 Training for Member States	-2.25	-163,180.03
			B03110 VIS	0.00	294,572.15
			B03010 Wide Area networks	0.00	-256,729.06

No.	reference	date	budget line	commitment appropriation	payment appropriation
	LIS.6280		A01402 European school	-3,365.82	-3,365.82
			A01403 Social activities	3,365.82	3,365.82
19	LIS.6299	13/12/2024	B03201 E-CODEX	580,548.58	0.00
			B03200 ECRIS	166,031.90	0.00
			B03111 EES	-6,984,247.06	0.00
			B03112 ETIAS	651,544.93	0.00
			B03120 EURODAC	-9,610,000.00	0.00
			B03130 Interoperability	579,176.72	0.00
			B03000 Shared System Infrastructure	6,552,983.42	0.00
			B03100 SIS II	2,416,263.05	0.00
			B03110 VIS	5,647,698.46	0.00
20	LIS.6326	17/12/2024	B03820 Advisory Groups	-17,023.68	0.00
			B03200 ECRIS	126,337.48	0.00
			B03111 EES	432,262.20	0.00
			B03112 ETIAS	300,608.40	0.00
			B03120 EURODAC	-4,635,579.91	0.00
			B03130 Interoperability	2,043,630.17	0.00
			B03000 Shared System Infrastructure	388,241.76	0.00
			B03100 SIS II	108,685.62	0.00
			B03802 Training for Member States	-470.31	0.00
			B03110 VIS	1,253,308.27	0.00
21	LIS.6335	18/12/2024	A01110 CA salaries and allowances	-347.99	-347.99
			A01301 Mission Expenses	-27,086.01	-27,086.01
			A01200 Recruitment and Reassignment Expenditure	-11,943.07	-11,943.07
			A01120 SNEs and Trainees allowances	-3,719.07	-3,719.07
			A01403 Social activities	-12,003.89	-12,003.89
			A01100 TA salaries and allowances	-157,320.89	-157,320.89
			A01500 Training for staff	-9,234.72	-9,234.72
			A02100 Corporate IT & Telecom	-79,657.58	-79,657.58
			A02800 Corporate Security	-364,909.71	-364,909.71
			A02220 Documentation and Library Expenditure	-253.31	-253.31
			A02000 Expenditure for premises	-485,370.27	-485,370.27
			A02700 External Support Services	-474,234.40	-474,234.40
			A02600 Information and Publications	-115,083.46	-115,083.46
			A02320 Legal Expenses	-30,000.00	-30,000.00
			A02500 MB meetings	-116,260.74	-116,260.74
			A02200 Office Equipment and logistical services	-114,723.81	-114,723.81
			A02510 Other meetings	-3,281.37	-3,281.37
			B03002 Back-up site - running costs	0.00	-0.03
			B03201 E-CODEX	0.00	-99,198.53
			B03200 ECRIS	0.00	-6,999.65
			B03111 EES	2,005,430.29	2,140,187.87
			B03112 ETIAS	0.00	63,884.91
			B03810 External Support	0.00	-43,165.40
			B03130 Interoperability	0.00	72,144.19
			B03110 VIS	0.00	-56,123.09
			B03010 Wide Area networks	0.00	-65,299.98

Annex III. **Organisation chart**

On 14 March 2024, eu-LISA launched an **organisational change initiative** to further support the efficient delivery of its mission, bring added value to stakeholders, and cultivate a great place to work. The RAISE initiative concluded in August 2024, introducing a revised organisational structure, modifying existing departments, units and sectors, as well as establishing new ones.

Last updated: 31 December 2024
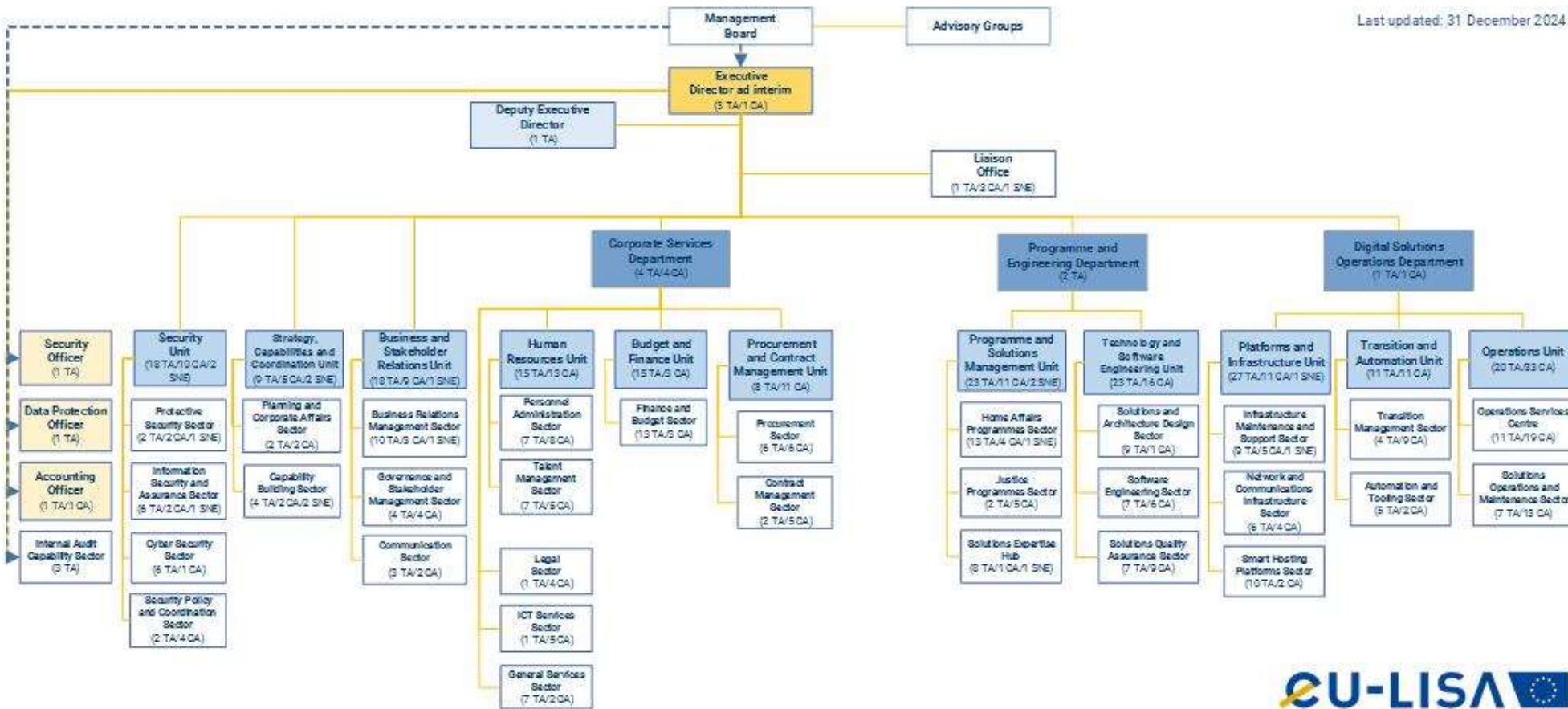
Annex IV. **Establishment plan and additional information on human resources management**

eu-LISA establishment plan

eu-LISA's initial establishment plan included **401 authorised posts**, comprised of 228 temporary agents (TA), 162 contract agents (CA), and 11 seconded national experts (SNE). In November 2024, to integrate changes stemming from the Pact on Migration and Asylum, eu-LISA's establishment plan was **increased to 421 posts**, increasing the number of temporary agents (239) and contract agents (171). The number of SNE posts did not change during this period.

AD category and grade	Temporary agents	AST category and grade	Temporary agents
AD 16	0	**n/a**	0
AD 15	0	**AST 11**	0
AD 14	2	**AST 10**	0
AD 13	3	**AST 9**	1
AD 12	4	**AST 8**	5
AD 11	11	**AST 7**	8
AD 10	13	**AST 6**	12
AD 9	27	**AST 5**	10
AD 8	41	**AST 4**	15
AD 7	11	**AST 3**	2
AD 6	52	**AST 2**	0
AD 5	22	**AST 1**	0
Total AD	**186**	**Total AST**	**53**

Information on the entry level for each type of post

The table below presents the levels at which the key functions listed by the Commission are represented in eu-LISA. In case of differences between the Commission's and eu-LISA terminology, internal job titles are listed. The entry grades that exceed the ones mentioned in Article 53 of the Conditions of Employment of Other Servants of the European Union (CEOS) are due to staff recruitment during the Agency's start-up phase when higher grades were allocated in eu-LISA's establishment plan.

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment	Administrative support or operations
Head of Department (level 2)	TA	AD 12	administration/operations
Head of Unit (level 3)	TA	AD 9	administration/operations
Head of Sector (level 4) (no head of entity role)	TA	AD 5, AD 6, AD 7	administration/operations
Senior Officer	TA	AD 7	administration/operations
Officer	TA, CA	AD 5, AD 6, FG IV	administration/operations
Head of Corporate Services Department	TA	AD 12	Administration
Head of Human Resources Unit	TA	AD 9	Administration
Head of Finance and Procurement Unit	TA	AD 10	Neutral
Head of Internal Audit Capability	TA	AD 9	administration/neutral
Accounting Officer	TA	AD 9	Neutral
Data Protection Officer	TA	AD 8	Administration
Personal Assistant to the Executive Director	TA	AST 5	Administration
Secretaries / Assistants to HoD/U	TA, CA	AST 3, FG II	administration/operations

eu-LISA benchmarking exercise

At the end of 2024, eu-LISA conducted its benchmarking exercise in accordance with the methodology agreed by the Heads of Administration of the EU agencies in 2014. This methodology has been devised by adapting, refining and elaborating the Commission's screening methodology. The screening categorises human resources by the organisational role each job is serving. The focus of this exercise is to show the number of 'administrative support and coordination', 'operational' and 'neutral' jobs in all organisational entities. The screening was applied to all eu-LISA posts. The results of this screening are presented below.

The results of 2024 benchmarking show a decrease (3.4%) in the proportion of operational posts (from 74.0% to 70.6%), where general operational activities decreased by 3%, while programme management decreased by 0.4%. The percentage of administrative and coordination posts increased by 1.5% from 17.1% to 18.6%. The number of neutral posts increased by 1.8% from 8.9% to 10.7%.

Job type (sub)category	2023 (%)	2024 (%)	Change
Administrative support and coordination	**17.1%**	**18.6%**	**+1.5%**
administrative support	12.1%	13.9%	+1.8%
coordination	5.0%	4.7%	-0.3%
Operational	**74.0%**	**70.6%**	**-3.4%**
top-level operational coordination	5.7%	5.7%	0.0%
programme management and implementation	3.5%	3.1%	-0.4%
evaluation & impact assessment	0.0%	0.0%	0.0%
general operational	64.8%	61.8%	-3.0%
Neutral	**8.9%**	**10.7%**	**+1.8%**
finance/ control	8.9%	10.7%	+1.8%
linguistics	0.0%	0.0%	0.0%

The Agency also screened the posts occupied by external service providers[147] (contracted personnel working on-site) with the following results: a 1.45% decrease in the proportion of administrative support and coordination posts, from 53.5% to 52.05% The overall operational activity posts increased by 2.58%, from 43.3% to 45.89%, whereas programme management posts decreased by 2.66%. The percentage of neutral posts decreased by 1.13%, from 3.2% to 2.05%.

Job type (sub)category	2023 (%)	2024 (%)	Change
Administrative support and coordination	**53.5%**	**52.05%**	**-1.45%**
administrative support	36%	30.14%	-6.17%
Coordination	17%	21.92%	+4.72%
Operational	**43.3%**	**45.89%**	**+2.58%**
top-level operational coordination	0.6%	0%%	-0.64%
programme management and implementation	10.2%	7.53%	-2.66%
evaluation & impact assessment	2.6%	2.05%	-0.49%
general operational	29.9%	36.30%	+6.37%
Neutral	**3.2%**	**2.05%**	**-1.13%**
finance/ control	3.2%	2.05%	-1.13%
linguistics	0%	0%	0%

Adopted HR implementing rules

The Agency did not have major changes to its human resources policies nor adopted any implementing rules.

Compensatory leave schemes

Pursuant to the European Parliament's 2011 Discharge Report, all EU agencies are required to report on the number of leave days authorised to each grade under the flexitime and compensatory leave schemes.

The Agency is mandated to provide its services to Member States on a continuous basis (24/7), meaning that some of its staff work in shifts or are on stand-by duty. Occasionally, interventions on the IT systems managed by eu-LISA require that the work be performed outside regular office hours, including at night or on public holidays. Consequently, overtime compensation for flexitime work or during stand-by duty interventions is an integral feature of the Agency's daily operations.

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[147] The benchmarking exercise was conducted on the profiles register in December 2024, mainly for EXTRA-NG.

The table below shows the amount of leave (number of days) granted as compensation for overtime work, broken down by function group, and the average number of days compensated. The overview does not include stand-by duty as that staff are compensated financially. However, seconded national experts (SNE) are compensated with time off, under flexitime or overtime, depending on the number of hours or days to be compensated for the stand-by duty service.

Functional Group	Type of compensation	Total days used	Number of persons	Average days per person
TA AD	overtime	30.5	6	5.1
	flexitime	1066.5	137	7.8
TA AST	overtime	2.5	1	2.5
	flexitime	219	32	6.8
CA FGII	overtime	0	0	0.0
	flexitime	6	1	6.0
CA FGIII	overtime	0	0	0.0
	flexitime	139	31	4.5
CA FGIV	overtime	3	2	1.5
	flexitime	542.5	87	6.2
SNEs	overtime	11	1	11
	flexitime	58	10	5.8
Total		2078	308	6.7

Annex V. Human and financial resources by activity

Human resources by activity

In 2024, out of a total of 375 posts, 250.4 full-time equivalents (FTE) (70.6% of staff) were used for operational activities and 38.1 FTEs (10.7% of staff) for related procurement and financial activities. 66 FTEs (18.6% of staff) were used for horizontal activities (general coordination and administrative support). The table below presents an overview of eu-LISA staff per legislative proposal as authorised in the 2024 budget as per establishment plan.

Activity area	Actual situation in 2024[148]			Authorised for 2024[149]		
	TA	CA	SNE	TA	CA	SNE
eu-LISA Regulation	**134**	**47**	**9**	**142**	**57**	**11**
Baseline staff	107	26	7	113	30	9
Revised eu-LISA Regulation (additional staff)	21	21	2	23	27	2
Cybersecurity posts granted in 2023	6	0	0	6	0	0
System-specific regulations (adopted)	**78**	**90**	**0**	**95**	**114**	**0**
EES	30	0	0	32	0	0
ETIAS	6	26	0	7	35	0
ECRIS-TCN	0	5	0	0	5	0
e-CODEX	2	3	0	2	3	0
EES-ETIAS carrier support[150]	0	18	0	0	21	0
Interoperability	22	28	0	24	31	0
SIS Recast (Return and Borders)	0	2	0	0	4	0
Revised VIS[151]	5	6	0	6	6	0
JITs CP	3	0	0	4	0	0
Visa digitalisation	1	0	0	1	0	0
Eurodac Recast	5	2	0	8	7	0
Screening Regulations	0	0	0	5	2	0
Prüm II central router	4	0	0	6	0	0
Legislative proposals pending adoption[152]	**0**	**0**	**0**	**2**	**0**	**0**
API router	0	0	0	2	0	0
Unauthorised short-term posts	**0**	**17**	**0**	**0**	**0**	**0**
Unauthorised short-term posts	0	17	0	0	0	0
TOTAL	**212**	**154**	**9**	**239**	**171**	**11**

Expenditure according to activity-based costing

eu-LISA has developed an activity-based costing methodology, allowing it to identify the total costs of each system managed by the Agency. The total system expenditure comprises the following:

- direct expenditure, covering maintenance and project costs,
- network expenditure,
- horizontal expenditure, including operational costs for shared infrastructure, system security and corporate and horizontal expenditure, mainly staff and running expenditure.

The re-allocation of corporate and operational horizontal expenditure is based on the following cost drivers:

- direct system expenditure,
- time (cost of manpower) allocated to the systems.

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[148] Staff in place, excluding issued job offers.
[149] The total number of posts as per the amended establishment plan for 2024, adopted by the budgetary authority in November 2024.
[150] These posts are temporarily allocated to eu-LISA from Frontex for a three-year period lasting from 2025 to 2027.
[151] Staff numbers were moved forward by one year due to late adoption of *Revised VIS Regulation*. This is reflected in staff planning.
[152] Status as at 31 December 2024.
[153] The indicated staff numbers are provisional, based on legislative financial statements annexed to respective legislative proposals.

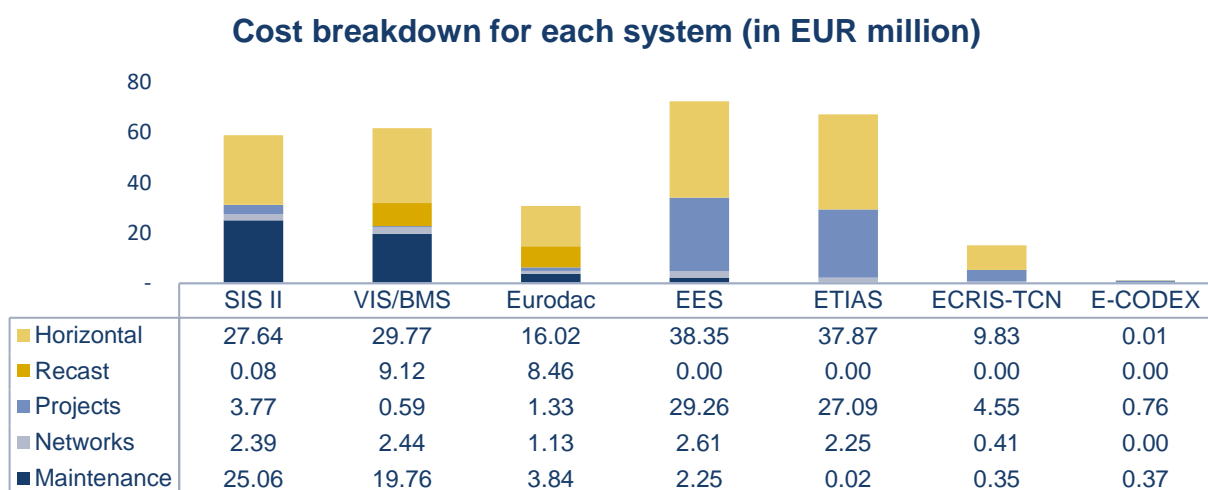During the reporting year, the Agency implemented a budget of 307.38 million.

Table X. 2024 activity-based costs by system (total system costs)

Systems	Total costs (in million euros)	Share of Total Cost (%)
SIS	59	19.2%
VIS/BMS	61.7	20.1%
Eurodac	30.8	10%
EES	72.5	23.6%
ETIAS	67.2	21.9%
ECRIS-TCN	15.1	4.9%
e-CODEX	1.1	0.4%
TOTAL	**307.38**	**100%**

Most of the Agency's core activities are not repetitive but project-based. Therefore, their costs cannot be standardised as in a standard process-based business model.

The following graphs provide the cost breakdown for each system in million:

Figure X. Cost breakdown for each system (in million EUR)

Cost breakdown for each system (in EUR million)

	SIS II	VIS/BMS	Eurodac	EES	ETIAS	ECRIS-TCN	E-CODEX
Horizontal	27.64	29.77	16.02	38.35	37.87	9.83	0.01
Recast	0.08	9.12	8.46	0.00	0.00	0.00	0.00
Projects	3.77	0.59	1.33	29.26	27.09	4.55	0.76
Networks	2.39	2.44	1.13	2.61	2.25	0.41	0.00
Maintenance	25.06	19.76	3.84	2.25	0.02	0.35	0.37

Expenditure related to the multi-site organisation

The direct costs associated with the Agency's multi-site organisation are summarised in the table below.

Figure X. Share of 2024 direct costs related to eu-LISA's multi-site organisation (in million EUR)

Budget title		Total executed payments	Payments related to eu-LISA's multi-site organisation	Share (%)
A-1	Staff expenditure	45.20	0.19	0.5%
A-2	Infrastructure and operating expenditure	17.22	n/a	n/a
B0-3	Operational expenditure	190.81	0.05	0.0%
TOTAL		**253.22**	**0.24**	**0.1%**

Direct costs related to eu-LISA's multi-site organisation are mission expenditures for statutory staff travelling between the Agency's headquarters in Tallinn, Estonia and its operational site in Strasbourg, France. In 2024, this represented 0.1% of the total of payments executed.

Annex VI. Contribution, grant and service-level agreements

As per Article 7 of Regulation (EU) 2023/969, eu-LISA has been tasked with the design, development, and operational management of the collaboration platform for Joint Investigation Teams (JITs CP).[154]

The Agency shall receive a total of **13 884 000 million euros** through the contribution agreement concluded with the Commission based on Article 7 of the Financial Regulation.[155]

In 2024, four FTEs[156] have been granted to the Agency. Three temporary staff and 1 contract staff were assigned to the work.

Title	Signed	General information Total amount	Duration	Counter-part	Short description	Financial and HR impacts 2024		commitment appropriations	payment appropriations
JITs CP	17/05/2024	13,884,000 euros	4 years	DG JUST	design, development and operation of the JITs CP	amount		414 149.36	268 511.21
						TA/CAs			4
						SNEs			0
					Total	**amount**		**414 149.36**	**268 511.21**
						TA/CA			**4**
						SNE			**0**

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[154] *Regulation (EU) 2023/969* of 10 May 2023 establishing a collaboration platform to support the functioning of joint investigation teams and amending Regulation (EU) 2018/1726, OJ L 132, 17.05.2023, p. 1-20.

[155] The EU Contribution Agreement (JUST/2024/PR/CNECT/0031) between eu-LISA and the European Commission's Directorate General for Justice and Consumers (DG JUST) was signed on 17 May 2024.

[156] The Agency was granted 4 TA AD posts while used 3 TA staff and 1 CA staff member in 2024.

Annex VII. Environment management

The impact of environmental matters on the organisational performance is increasing and will continue. The Agency remained committed to demonstrate its environmental responsibility and increased awareness on the importance of sustainability efforts. Throughout 2024, eu-LISA continued to implement and enhance its internal environment management system based on the principles of the **EU's Eco-Management and Audit Scheme** (EMAS) and in alignment with the European Green Deal.[157]

In 2024, eu-LISA's attention was focused on continuing to improve its environmental performance and to work towards the registration under the EU's Eco-Management and Audit Scheme (EMAS).[158] The Agency underwent an **external audit for the EMAS certification**, confirming the good level of its environmental management system, which shas been strengthened with environment monitoring solutions (e.g., environmental sensor network in the Strasbourg data centre, AI-supported building management system in Tallinn) and environmental awareness, e.g., first time publication of its factsheet for the carbon footprint results.

In an effort to improve its **energy performance**, eu-LISA concluded an energy audit in Tallinn and started another in Strasbourg (to be completed in 2025). Furthermore, the Agency launched the implementation of a new **waste management system**.

eu-LISA has been monitoring and recording its **CO_2 emissions** since 2020. In 2024, it significantly improved its calculations by using the Bilan Carbone methodology.[159] In 2024, the Agency's **carbon footprint** increased compared to the previous year mainly due to the increase of electricity consumption in all sites (new systems, new tasks). The volume of data also increased, with the reporting of district heating consumption for Tallinn.

In order to improve the **energy efficiency of its data centres**, as a short-term solution, eu-LISA worked towards enabling a more efficient use of its existing cooling infrastructure. In an effort to reduce its carbon footprint in the mid-term, the Agency will implement a solution based on geothermy to reduce its overall power usage effectiveness (PUE) in compliance with EU guidelines.

Going forward, eu-LISA will define a **carbon neutral strategy** to reduce its greenhouse gas (GHG) emissions, with a view to achieving **climate neutrality by 2030**, in accordance with the ED decision endorsing the EU Agencies Network (EUAN) Charter on the reduction of greenhouse gas emissions and responsible environmental management.

GHG emissions calculation

Types of emissions	2024 in tCO₂eq
electricity	1037.2
gas, oil and other fuels	28.1
urban network	13.0
air conditioning and refrigerants	0
fuels	
business travel	310.3
commuting to work	520.4
purchased of other goods	68.9
IT hardware	893.3
on-site software licensed	284.1
miscellaneous fixed assets	594.1
waste	30.1
wastewater	1.5
Total	**3781**

In August 2024, eu-LISA published its **environmental statement for 2023**, detailing objectives, monitoring and progress made, as well as listing all sources of environmental impacts, action plans, and performance indicators for all environment-related aspects.[160]

In 2024, the Agency also published its first ever sustainability report (see also annex IX).

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[157] For more, please visit dedicated websites on the EU's *Eco-Management and Audit Scheme* (**EMAS**) and the *European Green Deal*.
[158] eu-LISA was awarded the Eco-Management and Auditing Scheme (EMAS) certificate in April 2025.
[159] *Bilan Carbone methodology* is a carbon/GHG accounting framework developed by the French Environment and Energy Management Agency (ADEME) to quantify an organisation's GHG emissions by measuring their carbon footprint (direct/indirect emissions), and formulate action plans to reduce their impact.
[160] For more detailed information, please refer to *eu-LISA's Environmental Statement for 2023*, published in August 2024.

Annex VIII. Annual accounts

Balance sheet – assets (in euros)

in EUR

NON CURRENT ASSETS	Notes	31/12/2024	31/12/2023	Variation	Change in %
Computer software		40,052,009	47,211,505	(7,159,496)	(15%)
Intangible assets under construction		76,067,101	63,861,190	12,205,911	19%
Intangible assets	2.2.1.1	**116,119,110**	**111,072,695**	**5,046,415**	**5%**
Land and buildings		32,522,540	34,341,167	(1,818,627)	(5%)
Plant and equipment		134,054	71,312	62,742	88%
Furniture and vehicles		285,719	148,499	137,220	92%
Computer hardware		30,891,234	54,926,400	(24,035,166)	(44%)
Other fixtures and fittings		2,158,127	1,301,144	856,983	66%
Property. plant and equipment	2.2.1.2	**65,991,674**	**90,788,522**	**(24,796,848)**	**(27%)**
Non-current exchange receivables	2.2.1.3	**436,449**	**154,575**	**281,874**	**182%**
TOTAL NON CURRENT ASSETS		**182,547,233**	**202,015,792**	**(19,468,559)**	**(10%)**
CURRENT ASSETS					
Amounts receivable from customers	2.2.2.1	-	476,995	(476,995)	(100%)
Deferred charges	2.2.2.2	21,004,146	25,906,041	(4,901,895)	(19%)
Other exchange receivables	2.2.2.3	101,263,852	91,877,664	9,386,188	10%
Current exchange receivables		**122,267,998**	**118,260,700**	**4,007,298**	**3%**
VAT receivables		1,777,926	1,709,593	68,333	4%
Contribution from Schengen Associated Countries		7,598,380	9,962,171	(2,363,791)	(24%)
Non-exchange receivables	2.2.2.4	**9,376,306**	**11,671,764**	**(2,295,458)**	**(20%)**
TOTAL CURRENT ASSETS		**131,644,304**	**129,932,464**	**1,711,840**	**1%**
TOTAL ASSETS		**314,191,537**	**331,948,256**	**(17,756,719)**	**(5%)**

Balance sheet – liabilities (in euros)

in EUR

NET ASSETS	Notes	31/12/2024	31/12/2023	Variation	Change in %
Accumulated surplus		**250,672,571**	**244,066,659**	**6,605,912**	**3%**
Economic result of the year (+ profit - deficit)		**(66,503,484)**	**6,605,912**	**(73,109,396)**	**(1107%)**
NET ASSETS	2.2.4	**184,169,087**	**250,672,571**	**(66,503,484)**	**(27%)**
CURRENT LIABILITIES					
Current Provisions	2.2.3.1	**-**	**49,000**	**(49,000)**	**(100%)**
Current payables		21,116,922	27,075,383	(5,958,461)	(22%)
Accounts payable with consolidated entities		5,257,497	1,107,604	4,149,893	375%
Accounts payables	2.2.3.2	**26,374,419**	**28,182,987**	**(1,808,568)**	**(6%)**
Accrued charges	2.2.3.3	**103,648,031**	**53,043,698**	**50,604,333**	**95%**
TOTAL CURRENT LIABILITIES		**130,022,450**	**81,275,685**	**48,746,765**	**60%**
TOTAL LIABILITIES		**314,191,537**	**331,948,256**	**(17,756,719)**	**(5%)**

Statement of financial performance (in euros)

in EUR

REVENUE	Notes	2024	2023	Variation	Change in %
EU Contribution	2.3.1.1	258,460,073	293,073,132	(34,613,059)	(12%)
Contribution of EFTA countries	2.3.1.2	20,653,572	24,982,568	(4,328,996)	(17%)
Non-exchange revenues	**2.3.1**	**279,113,645**	**318,055,700**	**(38,942,055)**	**(12%)**
Adm. revenue consolidated entities	2.3.2.1	3,366	0	3,366	-
Miscellaneous income	2.3.2.2	20,352	532,370	(512,018)	(96%)
Exchange revenues	**2.3.2**	**23,718**	**532,370**	**(508,652)**	**(96%)**
Total revenues		**279,137,363**	**318,588,070**	**(39,450,707)**	**(12%)**

EXPENSES					
Operational expenses	**2.3.3**	**(212,786,598)**	**(184,569,703)**	**(28,216,895)**	**15%**
Staff expenses	2.3.4.1	(42,124,371)	(39,194,301)	(2,930,070)	7%
Finance costs on late payment	2.3.4.7	(11,074)	(12,921)	1,847	(14%)
Administrative and IT expenses	2.3.4.2	(12,527,442)	(10,670,587)	(1,856,855)	17%
Other external service provider expenses	2.3.4.3	(6,182,814)	(7,463,280)	1,280,466	(17%)
Expenses with consolidated entities	2.3.4.6	(4,658,984)	(2,320,682)	(2,338,302)	101%
Fixed asset related expenses	2.3.4.4	(66,524,430)	(66,960,631)	436,201	(1%)
Operating Lease Expenses	2.3.4.5	(824,821)	(741,050)	(83,771)	11%
Legal provisions	2.3.4.8	-	(49,000)	49,000	(100%)
Exchange rate losses		(313)	(5)	(308)	6160%
Administrative expenses	**2.3.4**	**(132,854,249)**	**(127,412,455)**	**(5,441,794)**	**4%**
Total expenses		**(345,640,847)**	**(311,982,158)**	**(33,658,689)**	**11%**
ECONOMIC RESULT FOR THE YEAR		**(66,503,484)**	**6,605,912**	**(73,109,396)**	**(1107%)**

Cash-flow statement (indirect method, in euros)

in EUR

Cash Flows from operating activities	2024	2023
Economic result of the year - Profit/(loss)	(66,503,484)	6,605,912
Amortization of intangible fixed assets	24,382,699	21,276,299
Depreciation and write off of tangible fixed assets	36,753,592	39,220,794
Increase/(decrease) in provision	(49,000)	49,000
(Increase)/decrease in Pre-financing		2,546,822
(Increase)/decrease in Long-term Pre-financing/Deposits	(281,874)	(16,778)
(Increase)/decrease in Short-term Receivables	(1,711,840)	(11,623,309)
Increase/(decrease) in Accounts payable and accrued charges	44,645,872	6,174,888
Increase/(decrease) in Liabilities related to consolidated EU entities	4,149,893	(25,174,063)
Net cash Flow from operating activities	**41,385,858**	**39,059,567**

Cash Flows from investing activities		
(Increase) of tangible and intangible fixed assets	(41,385,858)	(39,059,567)
Net cash flow from investing activities	**(41,385,858)**	**(39,059,567)**

Net increase/(decrease) in cash and cash equivalents	**-**	**-**
Cash and cash equivalents at the beginning of the period	-	-
Cash and cash equivalents at the end of the period	-	

Annex IX. **Sustainability report**

Sustainability remains a central element of eu-LISA's commitment to responsible governance and public sector accountability. In the context of the **European Green Deal** and growing expectations for transparency, eu-LISA continues to take meaningful steps to measure, manage, and communicate its environmental, social, and economic impacts.[161]

The Agency's second sustainability report,[162] based to the **Global Reporting Initiative (GRI) standards**,[163] builds upon the foundation laid in the previous year and broadens the scope of disclosure, reflecting eu-LISA's steady progress in its sustainability journey. The report focuses on areas where reliable data and operational insights are available. A full and detailed version of the Sustainability Report for 2024 will be made available on the eu-LISA website.

Key sustainability developments 2024

In 2024, eu-LISA continued strengthening its sustainability practices across multiple areas:

- **Environmental performance and EMAS**: In 2024, eu-LISA continued its journey towards EMAS registration, updating its environmental policy, together with the 2024–2030 action plan, and delivering environmental awareness training sessions across all sites. The Agency expanded its environmental data collection, enabling a clearer analysis of greenhouse gas (GHG) emissions, energy use, water consumption, and waste reduction.

- **Green initiatives and infrastructure**: eu-LISA promoted sustainable mobility and eco-conscious commuting through various campaigns and internal initiatives. Infrastructure projects, including the development of new buildings and modern data centres, integrated energy-efficient design and long-term environmental considerations.

- **Performance and resilience**: The Agency focused on sustainable investments to support business continuity, digital transformation, and the resilience of the EU's JHA information systems. Strategic infrastructure upgrades and quality management systems contributed to the optimisation of operational capacity.

- **Stakeholder engagement and collaboration**: eu-LISA further developed its stakeholder relationship model, ensuring close cooperation with Member States, EU institutions, and operational partners. Dedicated roundtable events and working groups fostered knowledge exchange and technological innovation in key areas such as cloud technologies and artificial intelligence.

- **Employee well-being and development**: The Agency strengthened its occupational health and safety practices, well-being programme, and training offer. Efforts included awareness campaigns, individual and group activities, and targeted skill development initiatives to support staff engagement and professional growth.

- **Diversity, inclusion, and community engagement**: eu-LISA continued to implement its diversity, equality and inclusion (DEI) action plan,[164] hosted inter-agency workshops, and contributed to local and EU-wide social initiatives. These activities reinforced the Agency's role as a responsible employer and public service actor.

Looking ahead

eu-LISA is committed to enhancing transparency and expanding its sustainability disclosures. The Agency will continue to apply the GRI framework and aims to further enhance data collection, expand stakeholder engagement, and gradually increase the scope of its disclosures in the coming years.

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[161] For more on the **European Green Deal**, please visit the dedicated websites of the *European Commission* and *Council of the EU*.
[162] eu-LISA *Sustainability Report 2023*, published in July 2024.
[163] For a more detailed overview of Global Reporting Initiative (GRI) standards, please visit *www.globalreporting.org*.
[164] *eu-LISA Action Plan for Diversity, Equity and Inclusion 2023-2024*.

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