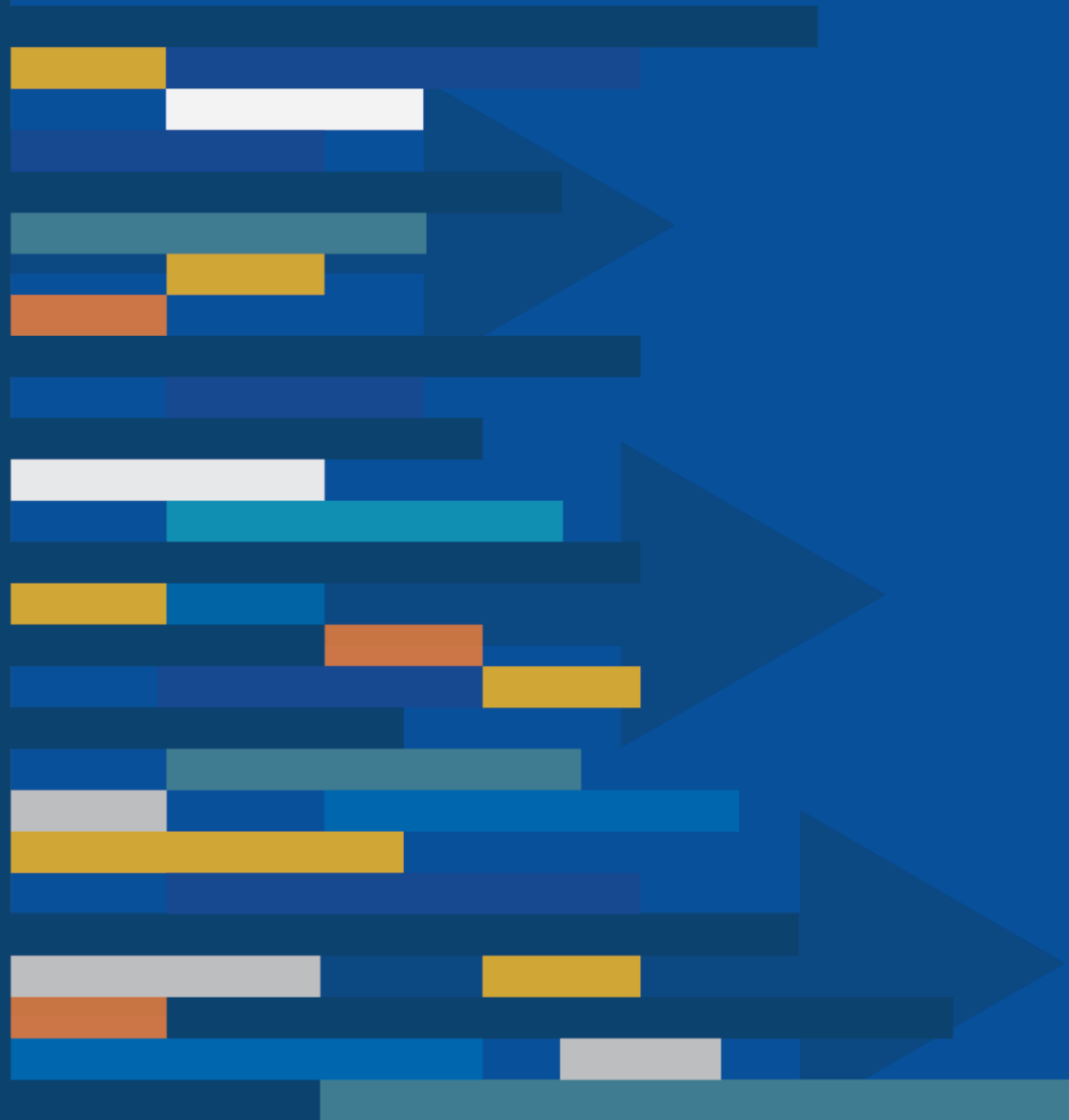


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SINGLE PROGRAMMING DOCUMENT

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

eu-LISA Single Programming Document 2026–2028

Adopted by eu-LISA Management Board on 19-20 November 2025

Document 2024-547 REV 3



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Acronyms and abbreviations

IT systems/solutions and their communications infrastructure managed by eu-LISA:

AFIS	automated fingerprint identification system	ESP	European search portal
API	advance passenger information	ETIAS	European Travel Information and Authorisation System
CCP	comprehensive cloud platform	Eurodac	European Asylum Dactyloscopy Database
CIR	common identity repository	EU VAP	EU Visa Application Platform
CRRS	central repository for reporting and statistics	JITs CP	Joint Investigation Teams collaboration platform
CSI	common shared infrastructure	MID	multiple-identity detector
CSLR	Central System for Yellow Link Resolution	PNR	passenger name record
CSP	common shared platform	sBMS	shared biometric matching service
DTA	digital travel application	SIRENE	Supplementary Information Request at the National Entries
DTC	digital travel credential	SIS	Schengen Information System
DubliNet	Dublin electronic communications network	TAP	turnkey access point
e-CODEX	e-Justice Communication via Online Data Exchange	TESTA EIRIS	Enhanced Infrastructure for Reliable Interconnectivity and Security
ECRIS	European Criminal Records Information System	TESTA-ng	Trans European Services for Telematics between Administrations – new generation
ECRIS RI	European Criminal Records Information System reference implementation	VIS	Visa Information System
ECRIS-TCN	European Criminal Records Information System on third-country nationals and stateless persons		
EES	Entry/Exit System		

Other acronyms used:

ACFC	Audit, Compliance and Finance Committee, under the eu-LISA Management Board	Frontex	European Border and Coast Guard Agency
BCU	backup central unit (backup centre in St Johann im Pongau, Austria)	FSA	final system acceptance
CEPOL	EU Agency for Law Enforcement Training	FTE	full-time equivalent
COTS	commercial off-the-shelf	IAC	eu-LISA's Internal Audit Capability
CU	central unit	ICD	interface control document
DG HOME	Directorate-General for Migration and Home Affairs	ITSM	IT service management
DG JUST	Directorate-General for Justice and Consumers	JHA	justice and home affairs
EDPS	European Data Protection Supervisor	JHAAN	JHA Agencies Network
EiO	entry into operation	JRC	Commission's Joint Research Centre
EMAS	EU Eco-Management and Audit Scheme	KPI	key performance indicator
ENISA	EU Agency for Cybersecurity	OJ	Official Journal
eu-LISA	EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice	SEMM	Schengen Evaluation and Monitoring Mechanism
EUAA	EU Agency for Asylum	SLA	service-level agreement
EUAN	European Union Agencies Network	SNE	seconded national expert
Eurojust	EU Agency for Criminal Justice Cooperation	SPD	single programming document
Europol	EU Agency for Law Enforcement Cooperation	TCN	third-country national
FRA	EU Agency for Fundamental Rights	TEF	transversal engineering framework
		TOF	transversal operations framework
		USK	user software kit

List of legal bases

Horizontal

eu-LISA establishing Regulation

Regulation (EU) 2018/1726, OJ L 295, 21.11.2018

EU Artificial intelligence Act

Regulation (EU) 2024/1689, OJ L, 12.6.2024

JHA information systems and interoperability architecture

Schengen Information System (SIS)

Regulation (EU) 2018/1860, OJ L 312, 7.12.2018

Regulation (EU) 2018/1861, OJ L 312, 7.12.2018

Regulation (EU) 2018/1862, OJ L 312, 7.12.2018

Regulation (EU) 2022/1190, OJ L 185, 12.7.2022

Prüm II central router

Regulation (EU) 2024/982, OJ L, 5.4.2024

API-PNR router (advance passenger information and passenger name record)

Regulation (EU) 2025/12, OJ L 08.01.2025

Regulation (EU) 2025/13, OJ L 08.01.2025

Eurodac (European Asylum Dactyloscopy Database)

Commission Regulation (EC) 1560/2003, OJ L 222, 2003

Regulation (EU) 603/2013, OJ L 180, 29.6.2013

Regulation (EU) 604/2013, OJ L 180, 29.6.2013

Regulation (EU) 2024/1356, OJ L, 22.5.2024

Regulation (EU) 2024/1358, OJ L, 22.5.2024

Interoperability between the EU's JHA information systems

Regulation (EU) 2019/817, OJ L 135, 22.5.2019

Regulation (EU) 2019/818, OJ L 135, 22.5.2019

Visa Information System (VIS)

Council Decision 2004/512/EC, OJ L 213, 15.6.2004

Commission Decision 2008/602/EC, OJ L 194, 2008

Council Decision 2008/633/JHA, OJ L 218, 13.8.2008

Regulation (EC) 767/2008, OJ L 218, 13.8.2008

Regulation (EU) 2021/1133, OJ L 248, 13.7.2021

Regulation (EU) 2021/1134, OJ L 248, 13.7.2021

Regulation (EU) 2023/2667, OJ L, 7.12.2023

Regulation (EU) 2023/2685, OJ L, 7.12.2023

Entry/Exit System (EES)

Regulation (EU) 2017/2226, OJ L 327, 9.12.2017

Regulation (EU) 2017/2225, OJ L 327, 9.12.2017

European Travel Information and Authorisation System (ETIAS)

Regulation (EU) 2018/1240, OJ L 236, 19.9.2018

Regulation (EU) 2018/1241, OJ L 236, 19.9.2018

e-CODEX (e-Justice Communication via Online Data Exchange)

Regulation (EU) 2022/850, OJ L 150, 1.6.2022

European Criminal Records Information System on third-country nationals and stateless persons (ECRIS-TCN)

Regulation (EU) 2019/816, OJ L 135, 22.5.2019

Regulation (EU) 2024/1352, OJ L, 22.5.2024

Joint Investigation Teams collaboration platform (JITs CP)

Regulation (EU) 2023/969, OJ L 132, 17.5.2023

EU data protection and processing regulations

Regulation (EU) 2018/1725, OJ L 295, 21.11.2018

Regulation (EU) 2016/679, OJ L 119, 4.5.2016

Directive (EU) 2016/680, OJ L 119, 4.5.2016

System-specific provisions on data protection

Regulation (EU) 2018/1726, Art. 2, 35, 36

Regulation (EU) 2018/1860, Art. 16, 19

Regulation (EU) 2018/1861, Art. 9, 15-18, 41-57

Regulation (EU) 2018/1862, Art. 16-18, 56-71

Regulation (EC) No 767/2008, Art. 26-32, 34, 42-43, 50

Regulation (EU) No 603/2013, Art. 23-37

Regulation (EU) 2022/850, Art. 7, 11, 16

Regulation (EU) 2017/2226, Art. 5-8, 13, 34-35, 37-49, 56-57, 63, 65, 72

Regulation 2018/1240, Art. 6, 35, 45-46, 54-70, 73-74

Regulation (EU) 2019/816, Art. 4, 11, 13, 19-20, 23-27, 29, 31-32, 34-36

Regulation (EU) 2019/817, and 2019/818 Art. 8-12, 16-17, 23-25, 28, 35-55

JHA systems and digital solutions managed by eu-LISA

▲ Table 1. Overview of JHA information systems managed by eu-LISA

Purpose of the system	EiO	Status
Asylum, migration, and borders		
Eurodac European Asylum Dactyloscopy database		
EU database of digitalised fingerprints for the management of asylum applications under the Dublin Regulation. Eurodac assists in establishing the responsible Member State by determining whether the applicant has previously claimed asylum in another EU country. To better combat irregular migration, eu-LISA will undertake a major upgrade, redesigning the central system and introducing new functionalities.	2003	in operation managed by eu-LISA since June 2013
EU internal security and borders		
SIS Schengen Information System		
SIS is the largest information-sharing system for the management of external borders and ensuring the internal security of the Schengen area. SIS facilitates information exchange about wanted or missing persons or objects, together with instructions for competent authorities on what to do when the person or object has been found. As such, it serves as an invaluable tool for combatting cross-border crime and terrorism.	1995	in operation managed by eu-LISA since May 2013
Prüm II central router automated data exchange for police cooperation		
The new central router for automated data exchange for police cooperation 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, such as facial images and police records.	2027	in development
API-PNR router advance passenger information and passenger name record		
The API-PNR router will facilitate traveller identification and clearance during border checks and for the prevention, detection, investigation and prosecution of terrorist offences and serious crime by transferring travellers' data and flight information ahead of their arrival. The router will serve as a connecting point between Member States and air carriers for the transfer of API and PNR data.	2029	in development
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 conditions for stay or entry.	2011	in operation managed by eu-LISA since December 2012
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. Once operational, EES will ensure better monitoring of authorised stays and the identification of possible overstayers, thereby contributing to preventing irregular migration and strengthening internal security, while also helping to combat organised crime and terrorism.	2025	in operation (progressive start October 2025; full implementation by April 2026)
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 compares information across all JHA systems, as well as Europol database, for advance identification of potential security, irregular migration or high epidemic risks that may give grounds for denying entry of a third-country national to the Schengen area. ETIAS authorisations will be checked by air, sea, and land carriers prior to boarding, and also by border guards at Schengen external borders.	2026	in development
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.	2028	in development
Justice cooperation		
ECRIS RI European Criminal Records Information System – reference implementation		
ECRIS-RI is a decentralised system for exchanging information between Member States on criminal records of EU citizens, as well as nationals of other countries. ECRIS RI offers an integration interface which enables connection between national criminal record registers of	2012	in operation managed by eu-LISA

Purpose of the system	EiO	Status
Member States.		since April 2020
ECRIS-TCN European Criminal Records Information System on third-country nationals and stateless persons		
ECRIS-TCN, the first IT system fully developed by eu-LISA for the EU's justice domain, facilitates the electronic exchange of information on the criminal records of third-country nationals and stateless persons. As such, it supports the principle of mutual recognition of sentences and judicial decisions across Europe.	2026	in development
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 judicial proceedings, ensuring a more efficient judicial process for citizens and businesses across Europe.	2013	in operation managed by eu-LISA since June 2024
JITs CP Joint Investigation Teams collaboration platform		
The JITs collaboration platform will facilitate communication and cooperation between European judicial and law enforcement authorities, relevant EU agencies, and the European Anti-Fraud Office (OLAF), with a view to improving the efficiency and effectiveness of cross-border investigations and prosecutions.	2026	in development
Interoperability of the EU's JHA information systems		
New interoperability architecture for the JHA domain		
Interoperability is the capability of interconnected systems to share data and exchange information, providing relevant authorities with streamlined access to comprehensive information.	2024–2028 ¹	in development
The overarching systems interoperability for the JHA domain will be enabled by the following components that facilitate authorised searches and information exchange:		
■ the European search portal (ESP): a single-search window for fast searches across all JHA systems managed by eu-LISA, ■ the shared biometric matching service (SBMS) for cross-matching biometric data across all JHA systems, ■ the common identity repository (CIR) for the correct identification of third-country nationals (biographical and biometric data), ■ the multiple-identity detector (MID) for uncovering multiple identities and combatting identity fraud.		
Additionally, it includes the central repository for reporting and statistics (CRRS) for generating cross-system aggregated statistical reports.		

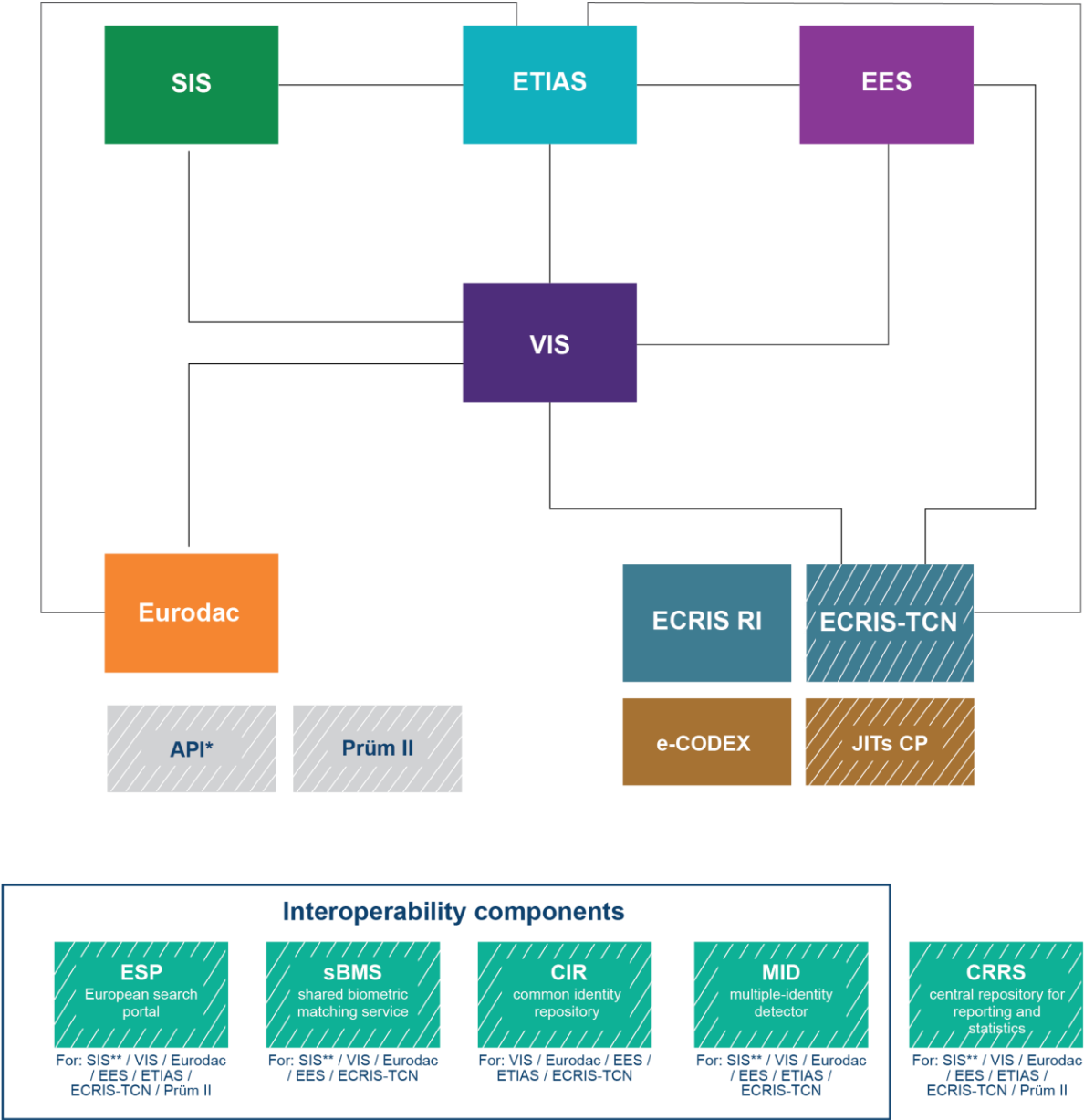
¹ Pending adoption of the interoperability roadmap for the period of 2027–2028.

Business relations between EU’s JHA information systems managed by eu-LISA

The diagram outlines/depicts the information exchange between the EU’s existing JHA information systems – **SIS, VIS** and **Eurodac** – and the new systems in development – **EES, ETIAS, ECRIS-TCN**, together with the components and tools that will enable interoperability between all JHA systems managed by eu-LISA to facilitate integrated border management and enhanced internal security for the Schengen Area.

Please note that the links between SIS, EES and ETIAS, and between ECRIS-TCN and EES will be routed via the interoperability components presented below.

▲ **Figure 1. Business relations between the EU’s JHA information systems managed by eu-LISA²**



² ** Parts of the functionality will be connected to the comprehensive JHA interoperability architecture.



Foreword

The Schengen area stands as one of the greatest achievements of the European Union – a space where freedom of movement, trust and shared responsibility have transformed Europe. Behind this vision lies a digital architecture that ensures the security, integrity and seamless functioning of the European Union's external borders.

eu-LISA has earned its place at the very heart of Schengen's digital reality, working relentlessly to provide better services that will positively impact the lives of nearly 450 million European citizens. At the same time, the digitalisation of justice has also emerged one of the EU's core priorities, and eu-LISA will continue to harness the power of digital technology to improve collaboration between justice practitioners and deliver better services to EU citizens.

Leveraging state-of-the-art technology to support the EU and its Member States' efforts to keep Europe open and secure, the Agency focuses all its efforts on delivering the ambitious goal of implementing one of the world's most advanced border management systems. The Agency reached a defining milestone in this journey on 12 October 2025 – entry into operation of the highly anticipated Entry/Exit System (EES). More than the deployment of a complex technological system, this milestone illustrates the future of European integration, security and digital excellence. It also showcases the Agency's ability to deliver large-scale, mission-critical infrastructure that directly strengthens the Union's external borders while preserving the fundamental right to free movement.

The year ahead demands equal commitment and determination from the Agency. Our next major milestone, the entry into operation of the new Eurodac in June 2026, will mark another critical step in building a modern, interoperable European architecture for migration and asylum management. Eurodac will not only enhance the efficiency of managing the Union's external borders but also contribute to better identification, stronger protection mechanisms, and more informed decision-making across the Union. Moreover, building on the momentum, the Agency is ready to deliver the remaining systems in the interoperability architecture – ECRIS-TCN and ETIAS in 2026.

The Agency will continue to ensure the seamless operational management of our existing systems within our remit: SIS, VIS, EES, Eurodac, and e-CODEX, maintaining a high level of availability and responsiveness. As always, the security of the systems and data protection will remain among our highest priorities. As our systems become increasingly interconnected and the volume of data grows exponentially, the responsibility to protect that data grows with it. eu-LISA will continue to strengthen its cybersecurity posture even further through enhanced monitoring, coordinated security operations, and closer cooperation with Member States and EU institutions. Protecting personal data and ensuring the trust of citizens and institutions will continue to guide every technical and operational decision we make.

Our people remain the driving force behind past and future achievements. Their expertise and resilience enable the Agency to perform with excellence under pressure. It takes focus and strategic determination to manage and develop large-scale IT systems. The Agency has made significant progress in navigating a series of updated and new regulations, strategies, actions, negotiations, and decisions. Through its journey, the Agency has demonstrated a strong commitment to maintaining our reputation and the trust of all our stakeholders, delivering our mission by implementing the Interoperability Roadmap for the EU's JHA domain and, more generally, supporting the Schengen area and Europe in successfully achieving its digital transformation aspirations.

Together with our stakeholders, the Agency will continue turning the EU's vision into reality — one system, one milestone, and one secure connection at a time.

Tillman Keber,
Executive Director

Mission statement

The EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) is responsible for the operational management and continuous evolution of the EU's large-scale IT systems in the domain of justice and home affairs (JHA).³ Since starting operation in 2012, the Agency has been contributing to the implementation of a wide range of JHA policies from visas, migration and asylum to internal security and justice. eu-LISA's responsibilities focus on facilitating the efficient exchange of information between relevant authorities across Europe to ensure data-driven management of the EU's external borders and in the justice domain, while delivering a secure and seamless experience for international travellers.

The Agency's core priority is to ensure the effective, secure, and uninterrupted operation of the EU's JHA information systems in compliance with the legal basis and respective service-level agreements, as well as applicable data protection law and security requirements.⁴ The continuous availability of these IT systems is essential for ensuring the EU's internal security and freedom of movement for EU citizens.

To ensure the efficient functioning of the Schengen area, eu-LISA is currently managing the following systems:

- the Schengen Information System (SIS),
- the Visa Information System (VIS),
- the European Asylum Dactyloscopy Database (Eurodac),
- the Entry/Exit System (EES).

Additionally, eu-LISA also supports the digitalisation of the EU's justice domain by facilitating secure communication between judicial authorities in cross-border civil and criminal proceedings via:

- the e-CODEX system (e-Justice Communication via Online Data Exchange),
- the European Criminal Records Information System reference implementation (ECRIS RI).

To further strengthen data-driven border management, and reinforce internal security of the Schengen area, eu-LISA has been tasked with the development of a comprehensive **interoperability architecture for the JHA domain**, together with the following **new systems**:

- the European Travel Information and Authorisation System (ETIAS),
- the ECRIS on third-country nationals and stateless persons (ECRIS-TCN),
- The new Eurodac,
- The Revised Visa Information System,
- the central repository for reporting and statistics (CRRS),
- and interoperability components: European search portal (ESP), shared biometric matching service (sBMS), common identity repository (CIR), multiple-identity detector (MID).

In the past couple of years, the Agency has also been tasked with the development of several new systems:

- Prüm II central router (automated data exchange for police cooperation),
- API-PNR router (advance passenger information and passenger name record),
- Joint Investigation Teams collaboration platform (JITs CP),
- EU Visa Application Platform (EU VAP).

To provide state-of-the-art expertise to its key stakeholders – the Commission, the Member States and other EU agencies, eu-LISA actively monitors the latest developments in **research and innovation**, to identify and test new technological solutions to enhance its operational efficiency further and drive digital transformation in the JHA domain. In addition, eu-LISA provides high-quality services to JHA systems end-users, including 24/7 support, user training and reporting on system performance.

The Agency remains transparent and accountable to its stakeholders and to the EU citizens.

³ Regulation (EU) 2018/1726, OJ L 295, 21.11.2018.

⁴ For an overview of regulations governing the EU's JHA systems managed by eu-LISA, please refer to the legal bases listed on page 7.



MISSION

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



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



CORE VALUES

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

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

EXCELLENCE: having the right organisational structure, processes, and people to ensure service continuity and quality of tools provided to the Member States

CONTINUITY: making the best use of expertise, knowledge and investments provided by the Member States, and 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 eu-LISA's activities are always aligned with the needs and demands of its stakeholders



HEADQUARTERS
TALLINN,
ESTONIA



OPERATIONAL SITE
STRASBOURG,
FRANCE*



BACKUP SITE
ST. JOHANN IM PONGAU,
AUSTRIA



LIAISON OFFICE
BRUSSELS,
BELGIUM

* The development and operational management of the e-CODEX is in Tallinn, Estonia.

Data protection

Throughout all its activities, eu-LISA is committed to ensuring a **high level of data protection**, in compliance with EU data protection law, including specific provisions for each large-scale IT system under its purview.

When processing personal data, eu-LISA fully takes into account fundamental rights, incl. respect for private and family life and the protection of personal data as enshrined in Articles 7 and 8 of the EU Charter of Fundamental Rights.⁵ The Agency respects all principles relating to the processing of personal data as per Regulation (EU) 2018/1725,⁶ namely purpose limitation, data minimisation, accuracy, accountability, storage limitation, integrity and confidentiality. In the development of new systems, and their interoperability, eu-LISA gives particular attention to **data protection by design and by default**, as set out in Article 27 of Regulation (EU) 2018/1725, Article 25 of Regulation (EU) 2016/679⁷ and Article 20 of Directive (EU) 2016/680.⁸

⁵ Charter of Fundamental Rights of the European Union, OJ C 202, 7.6.2016, p. 389–405.

⁶ Regulation (EU) 2018/1725 of 23 October 2018, **EU-DPR**.

⁷ Regulation (EU) 2016/679, General Data Protection Regulation, **GDPR**.

⁸ Directive (EU) 2016/680, on the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data.

Introduction

This Single Programming Document (SPD) presents a structured overview of the Agency's planned objectives and activities, including resource allocation (financial and human) to ensure transparency, accountability, and efficiency in delivering its mandate.

The SPD presents eu-LISA's priorities and activities based on the Agency's operational objectives and the EU's political priorities. As such, it provides eu-LISA's stakeholders with clarity and assurance that the Agency is taking a systematic and consistent approach toward fulfilling its mandate by efficient use of allocated human and financial resources.

In addition, the SPD also serves as a financing decision outlining eu-LISA's resource allocations across all activities planned for 2026. This document aims to provide a clear outline of the resources needed to address new requirements and emerging needs, while also maintaining and further developing its existing level of operational excellence.

- Section 1 provides an overview of the overall economic, policy and regulatory context of eu-LISA's work, highlighting in detail the challenges, needs and priorities this document aims to address.
- Section 2 outlines the three-year multiannual plan (2026–2028), activities and resources, providing a detailed overview of the Agency's long-term focus, and its plans to deliver strategic goals and objectives.
- Section 3 elaborates on how the Agency plans to execute its multiannual priorities in 2026, including the breakdown of human and financial resources needed to achieve those objectives.
- The annexes to this document provide a more detailed look at the utilisation of resources, while also providing additional transparency concerning the Agency's work and operations.

📌 Legal background

Article 24(3)(d) of eu-LISA establishing Regulation (EU) 2018/1726 tasks the Executive Director to prepare the Agency's Single Programming Document and undergo consultations with the Commission and the Advisory Groups before submitting it for adoption to the Management Board.

Articles 19(1)(q) and (r) of the same Regulation mandate the Management Board to adopt the Agency's Single Programming Document.



Structure of the programming document

This programming document is structured in compliance with the Commission's guidelines.⁹ The presentation of the Agency's activities is built around a set of **portfolios**.¹⁰ In this context, a 'portfolio' refers to a collection of activities, individual projects and non-project tasks managed as a group. Portfolios are grouped along the Agency's operational work areas: migration and asylum, internal security and law enforcement cooperation, Schengen, borders and visa, justice cooperation, interoperability, and infrastructure, as well as support to the operations, governance and corporate functions.

This approach ensures better coordination between individual projects and non-project activities, while also facilitating the achievement of eu-LISA's strategic and operational objectives through optimised use of available human and financial resources. It also enables synergies and economies of scale, and the optimal utilisation of available human and financial resources.

⁹ Communication from the Commission of 20 April 2020 [COM (2020) 2297] on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for single programming documents (SPD).

¹⁰ The number of portfolios is subject to change over time depending on the evolution of the tasks assigned to eu-LISA.

1

GENERAL CONTEXT



Policy context

Digital innovation and the adoption of new technologies is rapidly transforming the EU's border management, internal security and justice cooperation. As the EU agency responsible for the operational management of JHA information systems, eu-LISA will continue to be one of the key contributors to the **digitalisation of the EU's Justice and Home Affairs (JHA) domain**. The 2026-2028 period will be a pivotal moment for eu-LISA who is developing several new interoperable systems and digital solutions that will make up **one of the world's most technologically advanced and interconnected border management systems** to fortify the security of the Schengen area, while also facilitating more seamless international travel to Europe. The timely and successful entry into operation of new systems and their interoperability will remain a top priority for eu-LISA in the coming years.

Interoperability architecture for the JHA domain

The effective and efficient management of the EU's external borders, control of irregular migration and response to evolving security threats (i.e. terrorism or organised crime) rely on the timely and comprehensive information exchange between relevant national and European authorities, best facilitated by modern and interoperable information systems. In the coming years, eu-LISA will roll out several new systems, together with an overarching **interoperability architecture** connecting all EU JHA information systems to provide an integrated approach to border management.

Following the entry into operation of EES on 12 October 2025, the Agency continues developing the next new systems that will further strengthen the internal security of the Schengen Area and facilitate international travel to Europe: , **ETIAS** for pre-screening visa-exempt travellers, the New Eurodac as the key system for the implementation of the provisions of the PACT for migration and asylum, and **Revised VIS** for improved security checks of visa applicants. These new systems, and **interoperability components** (ESP, sBMS, CIR, MID), together with the CRRS, will be gradually rolled out and integrated with existing systems (SIS, VIS, and EES) to constitute an overarching interoperability architecture for the EU's JHA domain.

In addition to facilitating operational efficiency, the establishment of systems interoperability will provide cross-system statistics covering the entire JHA domain, which will contribute invaluable input to data-driven decision-making and evidence-based policymaking for the EU institutions and the Member States.

Migration management and border security

Following the adoption of the EU's **Pact on Migration and Asylum** in May 2024, eu-LISA will play a pivotal role in supporting effective migration management, in particular by revamping the EU's asylum management system **Eurodac**.¹¹ The Eurodac recast Regulation is one of the operational backbones supporting the new legal framework, and the system's timely development and **entry into operation by June 2026** is a critical precondition for the implementation of all other elements of the Pact.¹²

In parallel with continuing to operate the existing Eurodac central system, eu-LISA will develop a new interoperable and integrated central platform for migration and border management to combat irregular migration by collecting **more accurate and complete data**, including additional biometric data, such as facial images. Once operational, the new system will be instrumental for the application of new responsibilities and operationalisation of new solidarity rules by creating clear and consistent links between specific individuals and the procedures they are subject to, while also facilitating the detection of unauthorised movements to other Member States. Moreover, Member State law enforcement authorities and Europol will be able to consult the database to prevent, detect or investigate terrorist or other serious criminal offences. The overarching systems interoperability will enable searches and cross-checking identities across all other JHA systems to identify persons threatening internal security or public health, as well as vulnerable persons.

As for border management, eu-LISA will continue to contribute to the **functioning of the Schengen Area** by managing IT systems and tools that support the strengthened management of the EU's external borders, taking guidance from the **Commission's strategy towards a fully functioning and resilient Schengen area**,¹³ and the annual **State of Schengen report**.¹⁴ To ensure the efficient functioning of the Schengen Area, eu-LISA supports the Member States in the proper application of the Schengen *acquis* by participating in and contributing to the Commission's evaluations in the framework of the **Schengen Evaluation and Monitoring**

¹¹ For more, see DG HOME's dedicated page on the *Pact on Migration and Asylum*.

¹² *Regulation (EU) 2024/1358* on the establishment of Eurodac, OJ L, 22 May 2024.

¹³ *A strategy towards a fully functioning and resilient Schengen Area*, COM (2021) 277 final.

¹⁴ *State of Schengen report 2024*, Communication from the Commission, 16 April 2024, COM/2024/173 final.

Mechanism (SEMM).¹⁵ Moreover, in line with the Commission's communication on **Protect EU**,¹⁶ eu-LISA has a central role in ensuring secure storage and availability of data for better coordination and more efficient information exchange between agencies.

Together with other EU agencies, eu-LISA contributes to the Migration Preparedness and Crisis Management Blueprint mechanism to improve the EU's **situational awareness and forecasting** as regards migration management and internal security.¹⁷ This includes providing relevant statistical data, within the limits defined in system-specific regulations, for the **Schengen Barometer+** for the purposes of identifying risks in the areas of border management, migration, internal security, and visas. Going forward, the new interoperability architecture will help address data gaps by expanding available datasets to better monitor the functioning of the Schengen area.

Digital transformation

Digital transformation is central to the EU's vision for a secure and interconnected Europe. All eu-LISA's core focus areas – border control, migration, internal security, and justice – are undergoing fundamental transformation through digitalisation and automation. The Agency's readiness to deploy more sophisticated, flexible, and integrated IT systems and tools contributes to ensuring the EU's effective response to an ever-changing landscape of security threats and challenges.

In particular, the Agency will continue supporting of justice to enhance cross-border judicial cooperation and investigations in the EU's **justice domain**, harnessing the power of digital technologies to streamline processes and make life easier for justice practitioners, increasing the quality and accessibility of justice to deliver significantly better services to EU citizens. Since 2020 the Agency is responsible for the support of ECRIS-RI. Since June 2024, the Agency has been responsible for the operational management and continued evolution of the **e-CODEX system**. In addition, eu-LISA is finalising the development of **ECRIS-TCN** and is also developing a **collaboration platform for Joint Investigation Teams** (JITs CP).¹⁸

To further facilitate seamless international travel to Europe, the Agency will continue supporting the **digitalisation of the Schengen visa procedure**. In this context, eu-LISA has been tasked with the development of the Revised VIS as well as of the **EU visa application platform** (EU VAP) that will streamline and modernise the visa procedures for third-country nationals.¹⁹

In the area of internal security, the Agency is developing the **Prüm II central router** that will replace the current system of individual connections between national databases to **facilitate information exchange and improve police cooperation**.²⁰ At the end of 2024, eu-LISA was also tasked with the development of a router for the transfer of **advance passenger information (API)** and **passenger name record (PNR)** from air carriers to the Member States to further improve traveller identification and streamline border checks as well as to support law enforcement in the prevention, detection, investigation and prosecution of terrorist offences and serious crime.²¹

The changing regulatory landscape in digital technologies, particularly cybersecurity, as well as developments in artificial intelligence, secure networks, and cloud services solutions, requires the Agency to focus more on emerging opportunities. In 2024, eu-LISA started exploring the use of sovereign cloud technologies to support its work, while also considering the Agency's operational constraints, and drafted its first cloud strategy.

eu-LISA is committed to remaining at the forefront of digital innovation in the EU JHA domain. To align with the EU's overarching goals and respond to emerging challenges and the ever-evolving security landscape of threats and challenges, the Agency will continue investing in resilient and future-ready solutions, focusing on research and technology monitoring, as well as assessing the application of cutting-edge technologies, such as AI and data analytics, to address technology gaps and stakeholder needs, while also improving system efficiency and relevant decision-making processes.

Cybersecurity and data protection

The safety and security of the EU's JHA systems and ensuring data protection will remain among eu-LISA's highest priorities. In recent years, the Agency has been focusing more and more on cybersecurity and combating evolving threats in the cyber domain. Recognising the challenges arising from the digital age, eu-

¹⁵ *Council Regulation (EU) 2022/922* on the evaluation and monitoring mechanism to verify the application of the Schengen acquis.

¹⁶ A European Internal Security Strategy undertaking that it will work to further improve the effectiveness and complementarity of EU agencies and bodies for internal security and bolster seamless cooperation between them.

¹⁷ *Commission Recommendation (EU) 2020/1366* on EU mechanism for preparedness and management of crises related to migration.

¹⁸ For more information, please visit the Commission's dedicated site on *Joint Investigation Teams*.

¹⁹ *Regulation (EU) 2023/2667* of 22 November 2023 as regards the **digitalisation of the visa procedure**.

²⁰ *Regulation (EU) 2024/982* on the automated search and exchange of data for police cooperation (**Prüm II Regulation**).

²¹ *Regulation (EU) 2025/12*, OJ L 08.01.2025 and *Regulation (EU) 2025/13*, OJ L 08.01.2025

LISA remains committed to ensuring that all its activities comply with the EU's **Cybersecurity Regulation**, providing a wide range of measures for secure information exchange between the Member States and relevant EU agencies, as well as ensuring the overall security of the IT systems under its operational management.²² Going forward, eu-LISA will continue developing and enhancing its cybersecurity capabilities by improving the tools and technologies to protect against, detect, identify, deter, and respond to malicious actions and actors. To that end, eu-LISA will also continue close collaboration with EU institutions and agencies on cybersecurity and resilience, incl. long-standing cooperation with CERT-EU.

In addition to the Cybersecurity Regulation, the Agency will implement the security requirements stemming from the legislative proposal put forward for an EU regulation on **information security** and adapt its current security and business continuity policy framework to the new EU regime.²³

The Agency is also committed to ensuring a **high level of data protection**, in full compliance with fundamental rights and EU data protection law, including specific provisions for each large-scale IT system under its purview. The Agency operates in compliance with all principles relating to the processing of personal data, namely purpose limitation, data minimisation, accuracy, accountability, storage limitation, integrity and confidentiality, as laid down in the **EU Data Protection Regulation**.²⁴ When developing new systems and establishing interoperability connections, the Agency pays particular attention to the principle of **data protection by design and by default**.²⁵ Additionally, eu-LISA continues to proactively address data protection concerns in collaboration with the **European Data Protection Supervisor** (EDPS).

Strategic cooperation with key partners

The Agency's key partners are EU institutions and Member State national authorities, as well as research institutions, and relevant industry representatives, primarily those operating in the JHA domain.

Over the years, eu-LISA has fostered close and fruitful cooperation with a wide range of **EU agencies**, counting as its closest partners Europol, Eurojust, Frontex, CEPOL, EUAA, FRA and ENISA. In addition, the Agency is looking forward to establishing closer cooperation with **Eurostat** in statistics and contributing to standardisation activities related to administrative records relevant to the production of European statistics. The cooperation is set to be formalised in a Memorandum of Understanding with the Commission (Eurostat).

The Agency takes active part in the work of several umbrella organisations, in particular the **European Union Agencies Network** (EUAN) and the **JHA Agencies Network** (JHAAN). In addition, eu-LISA cooperates actively with the Commission's Joint Research Centre (DG JRC) and the **EU Innovation Hub for Internal Security**, currently serving as the chair of the biometrics cluster.

The EU will also continue its **unwavering support to Ukraine**, its people, and the Europeans who are facing difficulties because of Russia's war of aggression against Ukraine. In solidarity, the Agency remains committed to assisting the EU institutions and agencies, and Member States, with all tools available under its mandate, particularly through the shared efforts of JHAAN, and via the critical role played by IT systems managed by eu-LISA (e.g., SIS and Eurodac), as well as new systems and tools, such as EES and the JITS collaboration platform. Moreover, the Agency stands ready to advise and support to the Commission and the Member States on technical issues related to existing or new systems.

From fostering digital transformation, ensuring cybersecurity and data protection to improving and strengthening interoperability architecture, the Agency supports the EU's strategic goals while addressing internal and external factors influencing its operations. eu-LISA will continue working relentlessly to leverage new technologies and digitalising processes to positively impact the lives of more than 400 million people in Europe by streamlining the work of JHA authorities and providing better services to citizens.

Going forward, the Agency's external evaluation, conducted in 2024, provides an opportunity to review and improve eu-LISA's support and contribution to the EU's priorities, including by strengthening operational agility to ensure its resilience a dynamic policy environment.

As the EU agency responsible for the operational management of JHA information systems, eu-LISA will continue to be one of the key contributors and stakeholders in the EU's JHA domain. The Agency is fully committed to supporting the Member States in their implementation efforts and with the main challenges ahead with extremely demanding timelines.

²² Regulation (EU, Euratom) 2023/2841 laying down measures for a **high common level of cybersecurity**, OJ L, 18.12.2023.

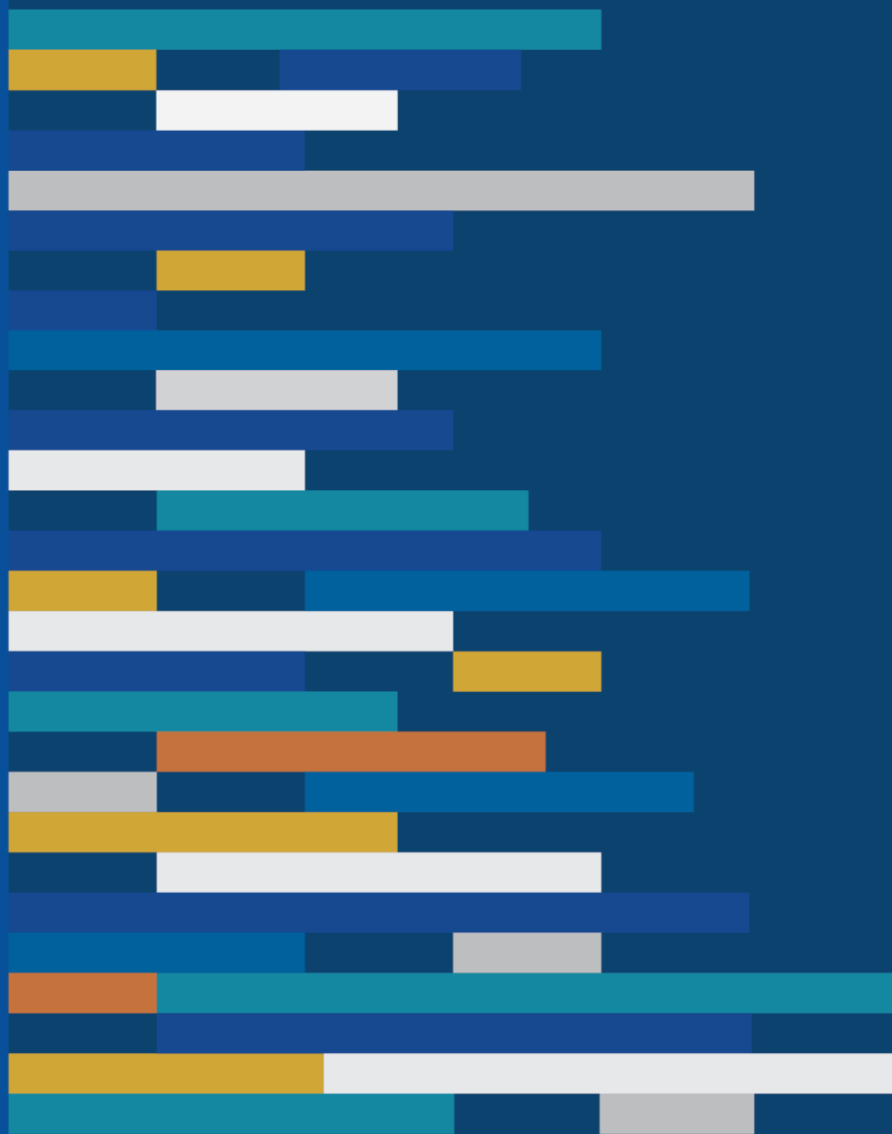
²³ Proposal for a Regulation on **information security** in the institutions, bodies, offices and agencies of the Union, COM (2022) 119 final.

²⁴ Regulation (EU) 2018/1725, processing of **personal data** by EU institutions, bodies, offices, and agencies (EU-DPR).

²⁵ Article 27 of Regulation (EU) 2018/1725, Article 25 of Regulation (EU) 2016/679 and Article 20 of Directive (EU) 2016/680.

2

MULTIANNUAL PROGRAMMING



1. Multiannual work programme

Over the years, eu-LISA has grown from a small technical agency into a reliable and trusted contributor to implementing the EU's digitalisation policies in the JHA domain. The Agency engages in proactive cooperation and information exchange at the EU level between the relevant stakeholders in the JHA domain, contribute to the fundamental rights of citizens, and observes the highest data protection and information security standards.

1.1. Long-term strategy and multiannual objectives

The Agency's work takes guidance from the objectives set in its establishing Regulation, and the strategic goals outlined in eu-LISA's long-term strategy 2021-2027. These strategic objectives reinforce eu-LISA's primary mission of delivering state-of-the-art technological solutions and continuing the digitalisation of the JHA domain to support the stakeholders in their efforts to keep Europe open and secure.²⁶

- **STRATEGIC GOAL 1:** Continue to grow as a contributor to and implementing partner for the relevant policies in the EU domain of justice and home affairs (JHA).
- **STRATEGIC GOAL 2:** Maintain and expand the Agency's role as a recognised and trusted partner for European institutions and the Member States in driving the digital transformation in the EU's JHA domain.
- **STRATEGIC GOAL 3:** Enable and drive innovation and digital transformation in the EU's JHA domain.
- **STRATEGIC GOAL 4:** Continue working on eu-LISA's organisational evolution towards a more efficient, agile and resilient organisation within the EU regulatory framework.

eu-LISA will continue implementing its Strategic Action Plan adopted in 2024, carrying out its new way of working for the delivery of the new systems, enhancing its compliance, in particular in the area of contract management, being a great place to work to attract and retain talents, being ready to incorporate new technological advances (sovereign cloud, AI), and further improving its relations with its stakeholders.

The objective for the Agency is in particular to regain control on the critical functions (conception, architecture and requirements) and the development of new systems, as well as to increase efficiency and reduce the time to market of the new solutions. The Agency will pilot the new approach with the development of the new Eurodac (see 3.3.1)

- Enhancing the requirement management, evolving from a service provider to a business partner for the Member States and the Commission, proactively capturing users' feedback as input for the final product;
- Adopting a new sourcing strategy, in order to regain control on critical functions, such as the set-up of the architecture and requirements for new systems;
- Embracing a DevSecOps approach leveraging appropriate tooling, Agile at scale to speed up the development, as well as working through transversal cross-functional teams;
- Using cloud capabilities for the development phase of building the new solution, in order to reduce procurement needs for infrastructure, speed up the development and reduce the time to market;
- Strengthening collaboration with Member States during their business testing processes;
- Optimise its integrated planning for enhanced efficiency;
- Enhance full compliance for procurement and contract management;
- Map internal capacities and skills, adopt a new Human Resources strategy and enhance the offices environment.
- Establish a technology roadmap and gradually implement new relevant technologies (AI, cloud).

1.2. Multiannual activities and resources

The following section provides an overview of the indicative planning of the Agency's work for 2026–2028 building on the achievements and developments from previous years. The multiannual work programme lists the high-level activities together with the necessary aggregated resources needed to ensure the achievement

²⁶ eu-LISA strategy 2021–2027, adopted by the eu-LISA Management Board in November 2021.

of the Agency's strategic goals and objectives.

STRATEGIC GOAL 1: Continue to grow as a contributor to and implementing partner for the relevant policies in the domain of Justice and Home Affairs

The Agency is committed to maintaining its operational excellence and further enhancing the effectiveness and efficiency of its operations to ensure highly secure, stable, and continuous operation of the EU's JHA information systems, while also continuing the gradual evolution of systems and the delivery of related services in accordance with industry standards and best practices.

Additionally, eu-LISA will remain an agile partner to the Member States, EU institutions and partner agencies in delivering high-value technology and expertise to support decision-making and policy implementation.

Key objectives:

- Managing all systems and services entrusted to the Agency in compliance with applicable regulations, e.g., implementing Revised VIS and Eurodac, all system interconnections and adjustments with the interoperability components.
- Implementing innovative solutions and developing services in a standardised way and in line with the relevant legal framework and stakeholder needs, e.g., ensuring entry into operation of a new contractual arrangement for all systems.
- Enhancing and ensuring an appropriate level of security, resilience, and availability of all JHA systems, e.g., reviewing the security architecture for JHA systems in view of security requirements of interoperability components.
- Implementing Agile at scale and agile delivery of the new systems, in conjunction with the gradual evolution towards a new operating model for the Agency.
- Delivering appropriate training for all relevant stakeholders in response to their demands.

STRATEGIC GOAL 2: Maintain and expand the Agency's role as a recognised and trusted partner for EU institutions and Member States in driving the digital transformation in the EU's JHA domain

The Agency will further strengthen its technical expertise and capabilities by continuing to expand its role in delivering state-of-the-art IT solutions and expert advice to support decision-making and policy implementation in the JHA domain.

Key objectives:

- Continuously striving for excellence in the design, development and operational management of the large-scale IT systems entrusted to eu-LISA, e.g., implementing the action plan based on the Agency's external evaluation conducted in 2024, as well as any possible modifications to its mandate.
- Proactively supporting Member States in their training and capability-building efforts.
- Promoting the Agency's expertise in advising all relevant stakeholders, e.g., making eu-LISA's Knowledge Sharing Platform available to the Member States.
- Ensuring continuous support to all eu-LISA stakeholders in facilitating their exchanges for a smooth and swift adoption of the remaining legislative proposals of relevance for the Agency's mandate.

STRATEGIC GOAL 3: Enable and drive innovation and digital transformation in the EU's JHA domain

The Agency will continue its efforts to facilitate further digital transformation in the JHA domain by conducting research and innovation activities to identify new technological solutions for upgrading business processes, drive improvements in data quality through technological standardisation, and develop standing capabilities for providing on-demand services, such as testing, pilot projects and proofs of concept to its key stakeholders.

Key objectives:

- Monitoring and analysing the technological development and innovation to enhance and expand existing capabilities, facilitate piloting and adoption of new IT solutions, while also delivering reliable technical advice to policymakers in related priority areas for the EU.
- Assessing ways to modernise the Agency's infrastructure and hosting capacities (smart hosting), particularly through the usage of cloud technologies.
- Promoting technological standardisation across the EU.

- Working with relevant stakeholders and industry to identify and explore technological opportunities and benefits to further advance and maximise the efficiency of operations and economies of scale across all systems, e.g., continuing with the Industry Roundtable events, implementing AI-based solutions.

STRATEGIC GOAL 4: Continue working on eu-LISA's organisational evolution towards a more efficient, agile, and resilient organisation within the EU regulatory framework

The Agency will continue implementing its organisational transformation project to better cater to stakeholder needs by efficiently aligning its resources, developing new capabilities, upgrading its services and processes, and fostering data-driven decision-making. To that end, eu-LISA remains committed to ensuring that all its processes evolve in line with the legal basis and the principles of good performance management.

Key objectives

- Assessing and aligning the Agency's resources, developing necessary capabilities, fostering data-driven decision-making to support stakeholder needs, e.g., reviewing eu-LISA's long-term strategy, corporate financial planning and analysis capability.
- Fostering staff engagement by making eu-LISA a great place to work to attract and retain new talent, facilitating professional growth and ensuring continuous talent development to drive internal capacity-building, e.g., stepping up recruitment activities to improve occupancy rate, finalising competency-based HR management strategy, implementing leadership development activities, fostering our values and culture, towards being a great place, transparent, inclusive and ethical.
- Ensuring and improving the compliance of the Agency's processes with relevant regulations and principles of good performance management, e.g., implementing the Common Assessment Framework (CAF) improvement plan, reviewing eu-LISA's Quality Improvement Plan, and implementing past due audit recommendations.
- Progressing with the Agency's capacity increase programme.

▲ Table 2. Resources per multiannual activity

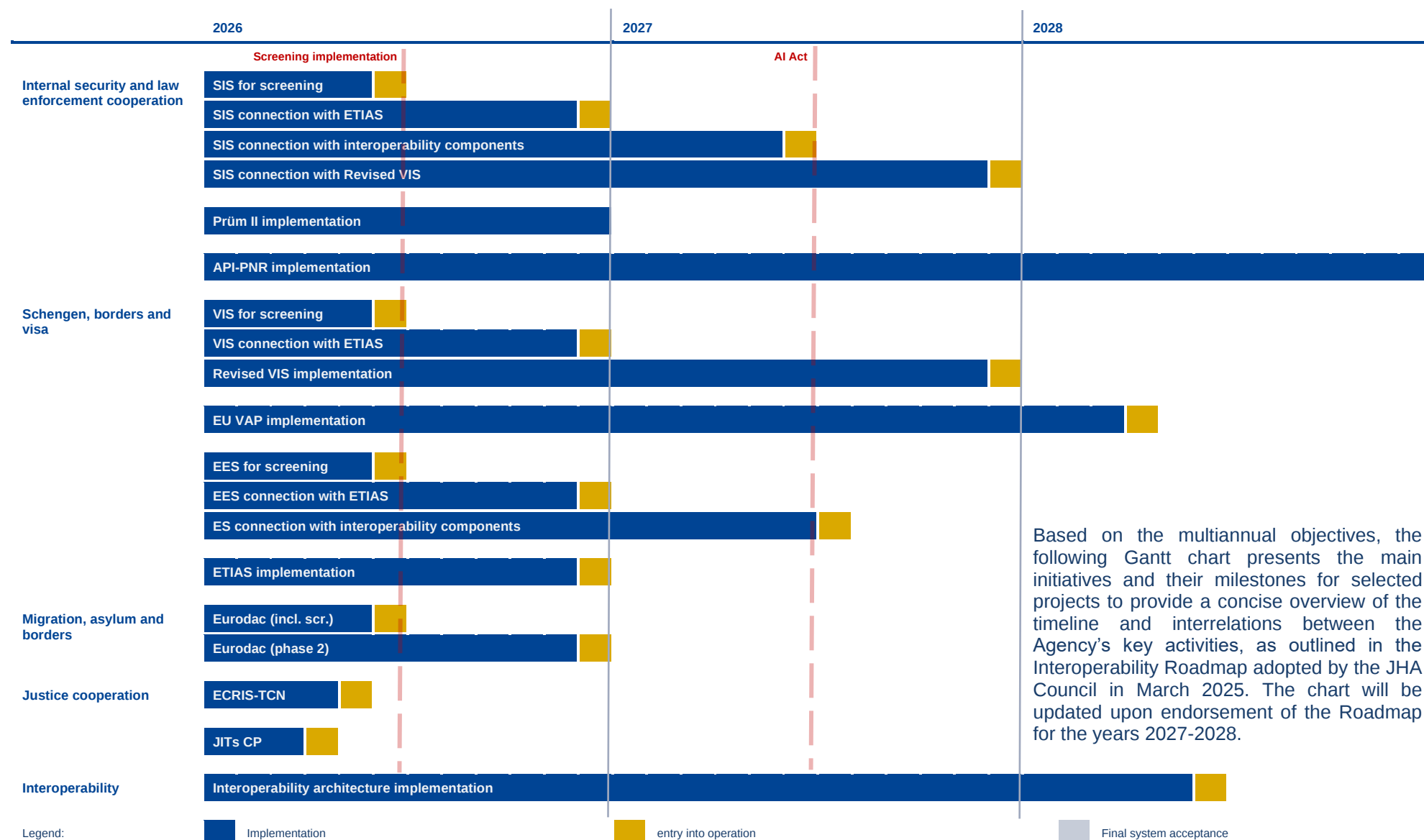
Area		Budget (in million euros)			FTEs (statutory staff and SNEs)		
Multiannual activity		2026	2027	2028	2026	2027	2028
Home Affairs		173.175	165.081	223.888	197	201.5	212.5
Multiannual objectives:							
1.1 Ensure highly secure, cost-effective, and continuously available solutions.							
1.2 Enhance the added value of IT systems, data technology and expertise provided by eu-LISA.							
3.3 Continuously increase the added value of the interoperability architecture							
Internal security and law enforcement cooperation		43.757	49.546	42.488	58	60.5	78.5
SIS	maintenance/projects	22.983	22.681	25.711	35	35	35
Prüm II central router	maintenance/projects	1.796	1.080	-	6	6	6
API-PNR router	maintenance/projects	18.978	25.290	11.260	17	17.5	20
DTA	maintenance/projects	-	0.495	5.517	-	2	17.5
Schengen, borders and visa		58.614	65.489	95.786	79	81	81
VIS (incl. EU VAP)	maintenance/projects	16.575	30.270	34.895	38	40	40
EES	maintenance/projects	30.718	25.801	42.837	24	24	24
ETIAS	maintenance/projects	11.321	9.418	18.054	17	17	17
Migration and asylum		10.278	6.815	20.579	27	27	20
Eurodac (incl. screening)	maintenance/projects	10.278	6.815	20.579	27	27	20
Interoperability		60.525	43.230	65.035	33	33	33
Interoperability components and CRRS (incl. CSLR)	maintenance/projects	60.525	43.230	65.035	33	33	33
Justice Affairs		7.742	8.509	7.982	47	47	46

Area		Budget (in million euros)			FTEs (statutory staff and SNEs)		
Multiannual activity		2026	2027	2028	2026	2027	2028
Multiannual objectives:							
1.1 Ensure highly secure, cost-effective and continuously available digital solutions.							
1.2 Enhance the added value of IT systems, data technology and expertise provided by eu-LISA.							
Justice cooperation		7.742	8.509	7.982	47	47	46
ECRIS	maintenance/projects	5.952	6.285	5.289	30	30	29
e-CODEX	maintenance/projects	1.790	2.225	2.693	7	7	7
JITs CP	maintenance/projects	²⁷	-	-	10	10	10
Infrastructure		46.456	55.082	85.374	31	31	30
1.1 Ensure highly secure, cost-effective, and continuously available solutions.							
1.4 Becoming a shared high-value service provider in its areas of excellence.							
Infrastructure and networks		46.456	55.082	85.374	31	31	30
Shared system infrastructure	maintenance/projects	31.060	32.713	48.507	18	18	18
Networks	maintenance/projects	15.396	22.369	36.867	13	13	12
Operational support activities		11.179	11.160	11.483	51	52	51
Multiannual objectives:							
1.3 Strengthen information security capabilities related to the IT systems entrusted to eu-LISA.							
2.2 Grow further the Agency's profile as a trusted advisor.							
3.1 Identify innovative solutions to improve business processes.							
3.2 Be a trusted advisor and enabler of digital transformation and IT innovation.							
Research, innovation and capability building							
Research and technology monitoring	business as usual						
Statutory reporting	business as usual						
Training for Member States	business as usual						
Schengen evaluations	business as usual						
Direct support to operations							
System operations	business as usual						
Service transition	business as usual						
Security, cybersecurity and business continuity	business as usual / projects						
Support to the Commission and Member States	ad hoc, as requested						
Advisory Groups, meetings and missions	business as usual						
Corporate activities		80.582	82.613	85.884	151	149	147
Multiannual objectives:							
4.1 Serve stakeholder needs by efficiently aligning the Agency's resources, capabilities, services and processes.							
4.2 Grow as a key EU agency, attracting, engaging and developing talents.							
4.3 Ensure systematic and effective compliance with the EU regulatory framework.							
4.4 Promote the Agency's mission and values.							
Governance		1.537	1.595	1.683	31	31	31
Governance and compliance	business as usual	0.019	0.020	0.022	17	17	17
Stakeholder management and communication	business as usual	1.518	1.575	1.661	14	14	14

²⁷ JITs CP is financed under grant agreement and therefore not reflected here. See Annex XI.

Area		Budget (in million euros)			FTEs (statutory staff and SNEs)		
Multiannual activity		2026	2027	2028	2026	2027	2028
Corporate support		79.044	81.018	84.200	120	118	116
Corporate security and business continuity	business as usual	3.838	3.916	3.994	15	14	14
Human resources management	business as usual	58.541	59.772	61.058	23	23	22
Budgetary and financial management (incl. accounting)	business as usual	0.698	0.738	0.793	20	20	20
Procurement and contract management	business as usual	-	-	-	27	26	25
Legal and corporate horizontal services	business as usual	0.417	0.451	0.485	11	11	11
Corporate support services (incl. data centres)	business as usual / projects	15.550	16.141	17.870	24	24	24
TOTAL		319.134	322.446	414.610	477	480.5	486.5

1.3. Timeline for the implementation of key activities



1.4. Corporate key performance indicators²⁸

Since its creation, eu-LISA's contribution to the implementation of a wide range of EU policies in the area of Justice and Home Affairs (JHA) is of critical importance. Over the years, the Agency became and remained a reliable and committed partner for the EU institutions and the Member States in the process of implementing relevant JHA policies and ensuring the safety and integrity of the technologies deployed. These policies include border management, security (law enforcement), and migration and asylum. The Agency also contributes to the policies in the area of judicial cooperation.

The impact the Agency does have in these areas is both direct and indirect, and the proper functioning and accessibility of the systems that are under the operational management of eu-LISA is necessary for the successful implementation of the relevant policies. Thus, a list of systems related KPIs is measuring their availability, response/reaction time and the effort to maintain them running, reliable and to ensure customer external stakeholders (Member States and other EU Institutions bodies and agencies) satisfaction.

The Agency regularly monitors and assesses the alignment of its activities and the achievement of objectives, while also keeping its stakeholders regularly updated on the latest developments, progress, and performance.

▲ **Table 3. Corporate key performance indicators and contribution to EU policies**

Key performance indicator	Target	Source
Operational management of JHA information systems²⁹		
Contribution to EU policies: Ensuring the uninterrupted availability and response time of the system is key to ensure the implementation of EU migration and asylum policies, it is also paramount to enhance internal security and support free movement within the Schengen area. Moreover, uninterrupted availability (queries and storing) and response time of these systems are key factors to ensure that Member States are provided with timely information, to perform the necessary security checks at the external borders. They contribute to the EU Borders Policy by enforcing the security of the Schengen area while facilitating passengers' flows. In justice area ³⁰ , ensuring the uninterrupted availability and response time of the systems is key to provide timely services to the Member States in the field of judicial cooperation and ultimately the citizens, and a major contribution to the objective of digitalisation of justice in Europe.		
System availability (* queries and storing)		
SIS central system availability*	≥ 99.90%	SLA and monthly service reports
VIS central system availability*	≥ 99.90%	SLA and monthly service reports
EES central system availability*	≥ 99.90%	SLA and monthly service reports
EES web services availability for carriers	≥ 99.90%	SLA and monthly service reports
EES web services availability for TCNs	≥ 99.90%	SLA and monthly service reports
Eurodac central system availability*	≥ 99.90%	SLA and monthly service reports
ECRIS-TCN central system availability*	≥ 97.60%	SLA and monthly service reports
e-CODEX central system availability (configuration management tool)	≥ 98%	SLA and monthly service reports
JITs CP availability	≥ 97.60%	SLA and monthly service reports
Response time		
SIS central system response time	≥ 99.50%	SLA and monthly service reports
VIS central system response time	100%	SLA and monthly service reports
EES central system response time	≥ 99.55%	SLA and monthly service reports
Eurodac central system response time	≥ 99.45%	SLA and monthly service reports

²⁸ The latest version of eu-LISA's corporate KPIs were adopted by the Management Board on 19-20 November 2025.

²⁹ Availability targets are not precisely defined in system-specific legal instruments. Since the IT systems managed by eu-LISA are defined as high availability systems, the Agency has set the 'green' target at 99.90% for most of the systems

³⁰ The JITs CP entry into operation will take place in Q1 2026 (as decided in the MB of November 2025).

Key performance indicator	Target	Source
ECRIS-TCN central system response time	≥ 99.55%	SLA and monthly service reports
Communication infrastructure availability		
Contribution to EU policies: The uninterrupted availability of the network infrastructure, is critical to guarantee the correct functioning of the different large-scale IT systems under the Agency's mandate to ensure the implementation of the related policies.		
Wide-Area Network (WAN) availability (SIS and VIS domain)	≥ 99.99%	TESTA-ng availability report
Direct support to operations		
Contribution to EU policies: Ensuring a high level of customer satisfaction, providing effective support to the end-users, and promoting the efficient use of the systems though dedicated trainings are essential elements to support the Agency's stakeholders and ultimately enhance the systems efficiency.		
Training for Member States	satisfaction rate: > 4 (out of 6)	eu-LISA Training Activities report
Customer satisfaction: % of end-users satisfied or very satisfied with the overall operation of JHA systems	≥ 80%	annual customer satisfaction survey
eu-LISA Service Desk Performance	≥ 75%	service desk performance report
Systems security		
Contribution and compliance to EU policies: Ensuring the security of eu-LISA premises, systems and data is critical as the Agency is managing and hosting vast amounts of sensitive data, in accordance with the relevant EU policies in the area of security and data protection.		
% of security objectives implemented (as defined per legislation)	100%	Security assurance dashboard
Number of emergency drills, security and business continuity-related exercises performed annually	2	Security assurance dashboard
Governance and compliance		
Contribution and compliance to EU policies: Internal control and oversight, aim to ensure the achievement of the agreed objectives in compliance with the EU rules and regulations. Suitable communication ensures externally the visibility of the Agency, as a trusted, transparent and reliable partner towards its stakeholders and the general public (eu-LISA being funded by public money).		
Compliance		
Performance of completed IT projects against the initial budget and the approved schedule baseline	± 10% deviation to the budget baseline ≥70% for number of projects not deviating from the milestones for technical readiness	Project and programme reports
% of audit recommendations implemented within stipulated deadlines	80%: critical: 100% very important: 90% important: 80%	IAC annual activity report
Number and age of outstanding audit recommendations	past due less than 6 months: ≤ 4 past due 6 months and 1 year: ≤ 2 past due more than 1 year: ≤ 1	IAC annual activity report
% of EDPS recommendations implemented within stipulated deadlines	80%: very high: 100% high: 100% medium high: 90% medium low: 80% low: 80%	DPO annual activity report
Number and age of outstanding recommendations	past due less than 6 months: ≤ 4 past due 6 months and 1 year: ≤ 2 past due more than 1 year: ≤ 1	DPO annual activity report
Stakeholder management and communication		
External communication impact	website: ≥ 80 000 visitors and +20% newsletter subscribers social media: +200 followers and ≥ 250 posts per platform	Web analytics

Key performance indicator	Target	Source
	per year	
Internal communication impact (satisfaction survey)	participation rate: ≥ 51% satisfaction rate: > 70% (internal channels and activities for staff)	annual satisfaction survey
Administration and general support		
Contribution and compliance to EU policies: Efficient human resources management is critical to ensure that the Agency attracts, develops and retains talents, to be equipped with the most appropriate resources to implement its mandate. Efficient and compliant financial and procurement management are critical to ensure optimal resource allocation to activities aimed at implementing the Agency's missions, while guaranteeing sound financial management and transparency. Deployment of an environmental management system (EMS) is contributing to the EU environmental policies and the Commission Green Deal.		
Human resources management		
Ratio of administrative resources vs operational resources compared to all human resources within the Agency (staff and SNEs) (%)	administrative: ≤ 20% operational: ≥ 70%	HR database, SYSPER reports
Annual absenteeism rate	average number of sick leave days: < 15 days per staff % of staff on a long sick leave: < 10 % % of staff not using sick leave: > 15 %	HR database, SYSPER reports
Annual staff turnover (%)	≤ 5 %	HR database, SYSPER reports
Annual occupancy rate (%)	> 92 % (excluding job offers issued) > 94 % (including job offers issued)	HR database, SYSPER reports
Staff engagement level	≥ 3.7 (out of 5)	HR database, SYSPER reports
Ethics: rate of annual Declarations of Interest submitted	≥ 94%	HR database, SYSPER reports
% of underrepresented gender in leadership positions	≥ 32%	HR database, SYSPER reports
Financial and budgetary management and procurement		
Cancellation rate of payment appropriations (%)	< 5%	ABAC data warehouse
Rate of budgetary commitments implementation (%)	> 95%	ABAC data warehouse
Rate of payment implementation (%)	> 95%	ABAC data warehouse
% of payments completed within the statutory deadlines	> 90%	ABAC data warehouse
Timely implementation of the procurement plan	> 80%	procurement report
Environmental management		
Greenhouse gas emission	reduction of TeqCO2 emissions compared to previous year	Environmental statement
Environmental regulatory compliance	100%	EMAS report

2. Human and financial resources: outlook for 2026-2028

In the past years, the Agency's role in managing the EU's JHA information systems has expanded considerably, especially in terms of assuming increased responsibility for managing the modernisation and digitalisation of secure cross-border information exchange and improving the efficiency of border and migration management.

For the upcoming years, eu-LISA's operational management is framed by the following aspects:

- the continuously evolving regulatory framework,
- the great number of large-scale IT systems entrusted to eu-LISA,
- the high expectations of the Agency's stakeholders, and
- increasing pressure to deliver results with limited resources.

During the past years, the Agency has regularly assessed its resource allocation to support the increasing demands, relying on the internal reallocation of both financial and human resources.

The multiannual programming for 2026–2028 reflects these challenges and the Agency's efforts to remain committed to increasing its agility and operational efficiency by making the most of the available resources allocated for this programming period and beyond.

2.1. Overview of the past and current situation

2.1.1. Human resources

The establishment plan adopted for 2024 initially comprised total staff of 401: 228 TA, 162 CA and 11 SNE posts.³¹ In November 2024, to integrate changes stemming from the EU's New Pact on Migration and Asylum, eu-LISA's establishment plan was increased to 421 posts: 239 TA, 171 CA and 11 SNE.

This end-of-the-year increase has affected the occupancy rate of the establishment plan because the period available for recruiting additional staff was not sufficient to conclude all the steps of the recruitment procedure, particularly in respect of statutory notice periods for the candidates' current employers.

▲ Table 4. Overview of eu-LISA staff in 2024

Activity area	Actual situation in 2024 ³²			Authorised for 2024 ³³		
	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 ³⁴	0	18	0	0	21	0

³¹ eu-LISA staff establishment plan comprises temporary agents (TA) and contract agents (CA), with no separate posts for officials.

³² Staff in place, excluding issued job offers.

³³ The total number of posts as per the amended establishment plan for 2024, adopted by the budgetary authority in November 2024.

³⁴ These posts are temporarily allocated to eu-LISA from Frontex for a three-year period lasting from 2025 to 2027.

Activity area	Actual situation in 2024 ³²			Authorised for 2024 ³³		
	TA	CA	SNE	TA	CA	SNE
Interoperability	22	28	0	24	31	0
SIS Recast (Return and Borders)	0	2	0	0	4	0
Revised VIS ³⁵	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 adoption³⁷	0	0	0	2	0	0
API-PNR 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

Reference: 31 December 2024

However, the Agency made swift progress with recruitment in the course of 2025. To streamline upcoming recruitment processes, eu-LISA has established two large-scale talent pools at AD5 and AD6 levels to ensure reserve lists for various profiles, primarily for core IT functions.

For more information, please refer to the sub-chapter on recruitment policy in **Annex V Human resources: qualitative analysis**.

2.1.2. Total budget expenditure

The eu-LISA's budget is financed through different fund sources. The main revenue comes from EU subsidy, received on an annual basis from the EU budget - *Commission section, Chapter 11 10 'Border Management – Decentralised Agencies* – as adopted by the budgetary authority, i.e., European Parliament and the Council of the EU. Further contributions were received from the Schengen Associated Countries, as partial reimbursement of expenditure incurred by the Agency.

In 2024, eu-LISA managed a budget of € 307.39 million in commitment appropriations and € 260.11 million in payment appropriations received as EU contribution.

The Agency's budget implementation rates by the end of 2024:

- 100.0% for commitment appropriations
- 100.0% for payment appropriations including the carry-forward of administrative expenditure from 2024 to 2025.

2.2. Outlook for 2026–2028

2.2.1. New tasks

In recent years, eu-LISA has been tasked with the development and subsequent maintenance of several new systems and digital solutions for the EU's JHA domain (for more, see Policy context), with the following impact on human resources planning for 2026–2028:

³⁵ Staff numbers were moved forward by one year due to late adoption of Revised VIS Regulation. This is reflected in staff planning.

³⁶ Status as at 31 December 2024.

³⁷ The indicated staff numbers are provisional, based on legislative financial statements annexed to respective legislative proposals.

- **EU visa application platform (EU VAP):**³⁸ eu-LISA has been allocated additional posts to start developing the platform as of 2026 and ensure maintenance as of 2028. To that end, 6 TA and 4 CA posts have been planned for 2026, and one additional TA post and one CA post in 2027, bringing the total number of posts to 12 (7 TA and 5 CA), which will remain in place for the following years.
- **Joint Investigation Teams collaboration platform (JITs CP):**³⁹ additional posts have been granted to develop the platform as of 2026 and ensure its maintenance as of 2028. In addition to 8 TA posts available already in 2025, the Agency will receive 2 CA posts in 2026, bringing the total number of new posts to 10, which will remain in place for the following years.
- **Eurodac Recast:**⁴⁰ for 2025, eu-LISA was granted 35 posts, which will increase to 38 in 2026 (15 TA and 23 CA posts). A gradual staff decrease will start as of 2027, resulting in 36 posts (minus 2 CA posts), and further reducing the number to 24 posts (10 TA and 14 CA), which will remain in place for the future.
- **Screening Regulations:**⁴¹ eu-LISA will develop, integrate and maintain different systems and interoperability components for the purpose of screening. In 2025, eu-LISA was granted 19 posts (13 TA and 6 CA) for the implementation of this project, which will remain until 2028, when a slight staff decrease is envisaged.
- **Prüm II central router for enhanced police cooperation:**⁴² in 2026, eu-LISA will have 10 TA posts (3 additional posts compared to 2025). In 2027, 1 TA post will be terminated, while 2 additional CA posts will be granted, bringing the total staff number to 11, which will remain in place for the future.
- **API-PNR router for transferring advance passenger information (API) and passenger name record (PNR):**⁴³ the revised figures in the legislative financial statement (LFS) annexed to the Commission's proposals foresee the allocation of additional 12 TA and 4 CA posts in 2025, 1 TA in 2026, 0.5 CA in 2027, and 3 CA in 2027 leading to a total of 20 posts (13 TA and 7 CA posts) that will be also necessary in the following years.
- **EU Digital Travel application (DTA):**⁴⁴ According to the legislative proposal put forward in October 2024, eu-LISA would be responsible for supporting the Commission in the preparation and deployment of the application at EU level. The application would be available for all EU and non-EU citizens holding a biometric passport or EU identity card travelling to or from the Schengen Area. To that end, eu-LISA could be allocated resources for additional staff as from 2027, initially with 2 TA posts and in 2028, a further increase to 17.5 posts (9 TA and 8.5 CA).

For more information, please refer to Table 5. Staff estimates for 2026–2028. Table 5 under **2.3.2. Human resources programming**.

2.2.2. Development of existing tasks

Following adoption of new regulations and allocation of additional human resources, eu-LISA adapted its organisational structure to reflect the growth and allow efficient implementation of tasks. Additionally, it embarked on changing its way of working, which includes insourcing relevant capabilities to enable more effective contract and project management. The Agency allocated some available human resources to areas that were identified in the past as understaffed (such as diversity and inclusion, green and sustainable organisation, legal services, accounting, internal audit, corporate IT, human resources and financial management or procurement) to cover an increasing volume of horizontal tasks that accompanied the growth of the Agency and its new tasks.

To ensure uninterrupted and continuous service, the Agency could, however, redeploy only a limited number of existing posts from project-related (development) tasks to other tasks. In conclusion, to areas identified for further enhancement application of the so called “pooling approach” will be applied by sourcing with additional posts for staff, which are vacant in other areas, to achieve the objectives of the Agency.

³⁸ *Regulations (EU) 2023/2667 and 2023/2685* of 22 November 2023 as regards the **digitalisation of the visa procedure**.

³⁹ *Regulation (EU) 2023/969*, OJ L 132, 17.05.2023.

⁴⁰ *Regulation (EU) 2024/1358*, OJ L, 2024/1358, 22.05.2024 (**Eurodac Recast Regulation**).

⁴¹ *Regulation (EU) 2024/1356*, OJ L, , 22.05.2024; *Regulation (EU) 2024/1352*, OJ L, 22.05.2024.

⁴² *Regulation (EU) 2024/982*, OJ L, 2024/982, 5.04.2024.

⁴³ The respective regulations were adopted on 19 December 2024 and published in January 2025: *Regulation (EU) 2025/12*, OJ L, 2025/12, 8.1.2025, and *Regulation (EU) 2025/13*, OJ L, 2025/13, 8.1.2025.

⁴⁴ *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]; and *Proposal for a Council Regulation* on the issuance of and **technical standards for digital travel credentials** based on identity cards [COM(2024) 671 final].

2.3. Resource programming for 2026–2028

2.3.1. Financial resources programming

The financial resources for the 2026–2027 period are part of eu-LISA's multiannual planning and have been included in the forecast for the 2021–2027 multiannual financial framework (MFF).

Annex II provides a detailed overview of eu-LISA's operational expenditure by portfolio as foreseen in multiannual and annual programming, and budget justifications, whereas **Annex III** breaks down the budget according to eu-LISA's budgetary structure that groups operational expenditures for each system by budgetary chapter.

For the 2026–2028 period, eu-LISA's planning exercise used MFF planning as the baseline for financial estimates:

- **new systems entrusted to eu-LISA:** the adoption of secondary legislation provided critical details that were not known during the preparation of the respective legislative financial statements (LFS), which resulted in a significant increase in the scope and complexity of the new systems, including their integration into the interoperability architecture;
- **increased complexity of the systems:** the maintenance costs of supporting infrastructure and software exceed initial estimates. The infrastructure footprint of the new systems was bigger than originally anticipated, together with the results of tendering procedures, where system maintenance costs were calculated based on their existing architecture. In addition, the utilisation of the Agency's common shared platform exceeded original plans due to increased demands stemming from both new and existing systems, greatly affecting its maintenance costs.

These estimates are based on the Agency's previous experience, i.e., current invoices and the prices were extrapolated from existing contracts and maintenance in working order (MWOs). Consequently, eu-LISA will have to refine and adjust these estimates based on the actual offers received.⁴⁵

2.3.2. Human resources programming

The human resource estimations for the 2026–2028 period are based on adopted regulations and legislative financial statements (LFS)⁴⁶ for the development of new systems or digital solutions (see below).

Although eu-LISA has already consolidated and reprioritised available human resources for the forthcoming years following the revision of the interoperability roadmap and adopting new, more agile ways of working, it has identified several positions that are indispensable for performing critical tasks, which cannot or should not be outsourced due to their nature, i.e. tasks related to eu-LISA's core mandate that should be performed by statutory staff.

To reduce dependency on external service providers, the Agency has refocused its priorities to enhance internal capabilities and competencies. This will continue in 2026 and beyond with the implementation of the sourcing strategy. The Agency will focus on filling vacant posts with the necessary capabilities and to increase occupancy rate.

▲ **Table 5. Staff estimates for 2026–2028.**

ELEMENTS	2026				2027				2028			
	TA	CA	SNE	Total	TA	CA	SNE	Total	TA	CA	SNE	Total
eu-LISA Regulation	142	57	11	210	142	57	11	210	142	57	11	210
Baseline staff	113	30	9	152	113	30	9	152	113	30	9	152
Revised eu-LISA Regulation (additional staff)	23	27	2	52	23	27	2	52	23	27	2	52
Cybersecurity posts granted in 2023	6	0	0	6	6	0	0	6	6	0	0	6

⁴⁵ The Agency has launched a tender for the Transversal Operational Framework (TOF) to cover the maintenance of all systems.

⁴⁶ *Legislative financial statements* (LFS) provide an estimate of the budgetary impact (incl. administrative, management and support expenses) of operations proposed by the Commission, for example in legislative proposals.

ELEMENTS	2026				2027				2028			
	TA	CA	SNE	Total	TA	CA	SNE	Total	TA	CA	SNE	Total
System-specific regulations (adopted)	131	140	0	271	130	138.5	0	268.5	125	134	0	259
EES	32	0	0	32	32	0	0	32	32	0	0	32
ETIAS	7	35	0	42	7	35	0	42	7	35	0	42
ECRIS-TCN	0	5	0	5	0	5	0	5	0	5	0	5
e-CODEX	2	3	0	5	2	3	0	5	2	3	0	5
EES-ETIAS carrier support ⁴⁷	0	21	0	21	0	21	0	21	0	21 ⁴⁸	0	21
Interoperability	22	30	0	52	22	30	0	52	22	30	0	52
SIS Recast (Return and Borders)	0	4	0	4	0	4	0	4	0	4	0	4
Revised VIS ⁴⁹	2	0	0	2	2	0	0	2	2	0	0	2
JITs CP	8	2	0	10	8	2	0	10	8	2	0	10
Visa digitalisation (e-VISA)	6	4	0	10	7	5	0	12	7	5	0	12
Eurodac Recast	15	23	0	38	15	21	0	36	10	14	0	24
Screening Regulation	13	6	0	19	13	6	0	19	13	6	0	19
Prüm II central router	10	0	0	10	9	2	0	11	9	2	0	11
API-PNR router ⁵⁰	13	4	0	17	13	4.5	0	17.5	13	7	0	20
Legislative proposals pending adoption⁵¹	0	0	0	0	2	0	0	2	9	8.5	0	17.5
DTA	0	0	0	0	2	0	0	2	9	8.5	0	17.5
Total as per establishment plan	272	194	11	477	274	195.5	11	480.5	276	199.5	11	486.5

For more information, please refer to **Annex II and Annex V**.

2.4. Strategy for achieving efficiency gains

eu-LISA's objective is to evolve into an agile and efficient organisation that delivers excellent performance.

To improve its overall governance, resource planning and budget management, the Agency is looking at ways to enhance further optimisation, achieve higher efficiency gains and improve its resources utilisation.

At the moment, the Agency doesn't systematically quantify the efficiency gains realised but intends to establish by mid-2026 a register for the monitoring of activities leading to efficiency gains, including an estimate of the gains realised (in terms of resources consumption but also quality and value of the outputs).

Already, efficiency gains have been realised in several areas:

- The **use of videoconferencing capabilities** for meetings (internal and with external stakeholders) already resulted in budgetary savings.
- Efficiencies have been gained through **shared procurement** with the European Commission or other EU Agencies, for the publication of vacancy notices and in exchanging established reserve lists of successful candidates from other Agencies. Where possible, eu-LISA will continue seeking further synergies internally and with other EU agencies, e.g., using interinstitutional procurement procedures, for horizontal services and supplies. By pooling resources and a larger purchasing power, such interinstitutional procurement procedures already contributed to the achievement of better economies

⁴⁷ These posts have been temporarily allocated to eu-LISA from Frontex for a three-year period lasting from 2025 to 2027.

⁴⁸ As from 2028 a new agreement or inclusion of these posts in the budget of eu-LISA will be necessary.

⁴⁹ Staff numbers, which were moved forward by one year due to late adoption of Revised VIS Regulation, have been aligned with initial Commission proposal as reflected in the adjusted for 2026 staff planning.

⁵⁰ *Regulation (EU) 2025/12*, OJ L, 2025/12, 8.1.2025, and *Regulation (EU) 2025/13*, OJ L, 2025/13, 8.1.2025.

⁵¹ Indicated staff numbers are provisional, based on the legislative financial statements annexed to respective legislative proposals.

of scale. In the future, eu-LISA envisages to further enhance cooperation within the European Agencies Network (EUAN). Since 2020 and the COVID-19 pandemic, eu-LISA has shifted the delivery of training activities to Member States from face-to-face towards online offering. In 2024, **80% of training activities were provided online** (compared to 52% in 2019), and 94% of participants attended online. This also led to an increase in the total number of training participants: from 623 in 2019 to over 4100 in 2024. Most online training materials are reusable, reducing the costs for eu-LISA and the workload of the training team, while also providing cost-saving opportunities for Member States, (by reducing cost and travel time). This trend is expected to continue.

The implementation of eu-LISA strategic action plan towards new ways of working is also gradually leading to efficiency gains:

- The **new sourcing strategy** (adopted in November 2025 by Management Board) is an important element to guide the planning of human resources in a more transparent manner and identify the need for resources that cannot be outsourced. The new sourcing strategy identifies 10 capabilities across the agency with the most efficient sourcing (build, borrow, buy) for each of them. The sourcing strategy aims to support the internalisation of critical functions, such as architecture or requirements management. This will reinforce the agency's control on critical activities, lead to more efficient practices and help retain critical skills. For its operations, eu-LISA has invested significant efforts in implementing **agile ways of working at scale**, enhancing collaboration through temporary transversal teams to deliver new IT development projects, and looking into ways to modernise its operational model towards less dependence on external contractors. The pooling of internal staff resources, to provide greater flexibility between projects, is also being assessed. The concept of software factory by which the agency in-sources some of the critical functions (requirements, part of the development) using Agile methods, is now piloted for the development of the new Eurodac and already demonstrated clear benefits, by cutting time for the development, allowing for reduced time to market, getting early feedback from Member States and increasing the Agency's stakeholders' satisfaction.
- To reduce the pressure on infrastructure costs, the Agency assessed in 2024 **cloud technology solutions and methods** for to support its operation. In 2025, the Management Board adopted a **cloud strategy**, that foresees savings from the use of cloud services for development and pre-production, withing the regulatory constraints. The Agency already started implementing some elements of this strategy in 2025. The use of cloud for development activities will reduce some of the time and costs related to procurement of hardware and overall reduce the time to market for the development of new applications.
- To improve the efficiency of **internal planning and resource allocation** towards enhanced cost-effectiveness, eu-LISA introduced an **IT tool** (Anaplan) in 2023 to streamline the planning efforts across the Agency, using a common set of data as a single point of truth, leading to efficiency gains. Anaplan is used to support the preparation of the annual work programme, including budget and human resources allocation. It is envisaged to extend the tool to support the monitoring of the implementation of the annual work programme.
- The Agency has developed and documented a **set of 69 processes** covering both its operational and corporate activities to support staff in their tasks and facilitate the interactions between teams. All processes are measured through KPIs to ensure their relevance and regularly reviewed and updated towards further optimisation and synergies. The simplification of some of the processes is also foreseen. In 2025-2026, a systematic review of all processes is taking place with the aim to bring more efficiency across the agency and embedding Agile practices into existing processes. The Agency is also assessing digital tools to support the management of its internal processes, facilitating their access and reinforcing their compliance.
- In 2024, the Agency conducted an internal mapping of use cases where **generative artificial intelligence** could improve the **efficiency of internal processes**. In 2025, a pilot project was conducted to establish requirements for two use cases using generative AI: 1/ support to procurement and contract management, 2/ retrieval of information through chatbots in different areas across the agency. These two use cases will be implemented in 2026, allowing internal capacity building and reuse of technologies to be further extended to other use cases, aimed at improving the Agency's internal efficiency. Free AI tools from the European Commission are already widely used to support e.g. translations, summarisation, speech-to-text for minutes of Governing Bodies. In 2025, the Agency also started piloting MS Co-pilot for the automatic summarisation of meetings.
- The **use of AI to support operational activities** is already a reality for the shared Biometric Matching Service, where AI allows for enhanced accuracy and speed of the biometric matches, directly benefiting the end users of the service in Member States. The Agency is also preparing chatbots for the future ETIAS and Visa Application platform, directly aimed at the travellers, using generative Ai capabilities. The chatbots will discharge the consular offices of EU countries across the globe of a

large part of repetitive questions they have to treat daily, releasing working hours that can be redirected to more complex tasks with higher added value. Finally, a pilot for the use of AI to support code review for the development of systems was already initiated in 2025.

- Reflections are also starting to optimise and better coordinate **data management activities** across the Agency, at a time when new systems in operation result in managing a much higher volume of data and a growing number of requests for statistics and reporting. Data analytic tools using AI are envisaged.

Efficiency gains are also the results of the use of streamlined of **IT tools** to facilitate the daily work of the staff. eu-LISA is using or planning to acquire **tools to optimise its work, such as:**

- Service Now to replace the current ITSM tool, with process automation and streamlined workflows to improve customer service, reduce costs, and increase agility to adapt to changing business needs,
- Event Management System (EMS) that will bring better observability for all JHA systems managed by eu-LISA (at application and infrastructure level), automating incident and problem management processes, and thereby minimising the time to recover,
- new e-Operator Manual (eOPM) as an evolution of the current SIS eOPM that will be deployed for all JHA systems to enhance support to the Service Desk to increase efficiency of the service desk to support Member States in case of incident.
- RE-USE, a tool to help manage and prioritise user requirements, the use of CENTRICS, a tool developed by the European Commission to be piloted in 2025 to support internal control activities.

2.5. Negative priorities or decrease of existing tasks

The work of the Agency is highly dependent of the current legislative framework, and the timeline set by the legislator for the operation and evolutions of the systems managed and developed by the Agency. Negative priorities or the decrease of existing tasks results from the finalisation of the development of new systems and interoperability components. This allows opportunity to re-allocate resources where they are needed, in line with Legislative Financial Statements. For example, after the entry into operation of EES, some of the existing internal profiles will be re-assigned to other systems in development.

Furthermore, eu-LISA expects a higher return on investment by using agile working methods, pooling resources, working through transversal teams, using generative AI and enhanced IT tools, and organising more online meetings and trainings.

With its limited resources, the Agency will assess on a case-by-case, the prioritisation of some lower value activities, postpone non-critical activities or look at ways to optimise the delivery of more essential tasks or projects, e.g., by using automation or AI for repetitive tasks, limiting the number of representatives at external meetings. With the new demand management initiative, the Agency already started to analyse more critically the feasibility of new requests in consideration of the available resources. This is now facilitated by the systematic consultation by the Commission to provide an estimate of the resources needs as part of the technical and financial assessment for new initiatives.

3

ANNUAL PROGRAMMING



Executive summary

The annual work programme outlines eu-LISA's key objectives for 2026 and provides an overview of the activities which the Agency intends to carry out to achieve its overall strategic objectives.

In 2026, the Agency's focus and efforts are directed towards delivering the challenging **digital transformation programme set out in the updated Interoperability Roadmap** – delivering the next new systems and finalising their integration into the interoperability architecture, – and finalising the comprehensive upgrade of the new Eurodac by 12 June 2026. In the coming years, the timely and successful entry into operation of new systems and their interoperability will remain a top priority for eu-LISA. In parallel, the Agency will continue ensuring the seamless operational management of all systems under our remit: SIS, VIS, Eurodac, EES, and e-CODEX, maintaining a high level of availability and responsiveness, while observing the highest data protection and information security standards.

The annual work programme for 2026 reflects eu-LISA's sustained efforts to maintain and enhance its operational efficiency and agility to tackle these challenges. The Agency will continue working to become an efficient, lean, and smartly interconnected EU agency to deliver expected results with limited resources against the high expectations of our stakeholders.

In 2026, the Agency will continue to implement its Strategic Action Plan, adopted in 2024, in order to improve its operational management. The different actions are embedded in the five priorities presented below.

eu-LISA's priorities for 2026

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

The Agency's core priority is to ensure the **stable and uninterrupted operation** of the EU's JHA information systems under its remit and deliver **required upgrades and evolutions** to guarantee their continuous improvement of the EU's JHA information systems it manages: **SIS, VIS, Eurodac, e-CODEX, EES and ECRIS RI**. To ensure their continuous availability, eu-LISA provides maintenance for all these systems and their respective communication infrastructures, together with pro-active and high-quality support to end-users in the EU's JHA community, i.e., national authorities and EU agencies. In addition, the Agency will focus on improving the overall service performance for these systems, while also enhancing and ensuring an appropriate level of security, resilience, and availability of each system.

The Agency will continue the **implementation of the Interoperability Roadmap**, deploying in 2026: JITS CP, ECRIS-TCN and ETIAS. The Agency will also gradually deploy **interoperability components** (ESP, CIR, MID) and the central repository for reporting and statistics (CRRS), and their integration with existing systems (SIS, VIS and Eurodac, including Revised VIS) to deliver an overarching interoperability architecture for the JHA domain. The central system for yellow-link resolution (CSLR) is also under consideration. Following the adoption of the EU's **Pact on Migration and Asylum** in May 2024, the Agency will also focus on timely development and **entry into operation of the Eurodac recast Regulation** (together with Screening Regulations) **by June 2026** to facilitate better management of EU's asylum procedures and irregular migration management.

Furthermore, eu-LISA will continue supporting the digitalisation of IT tools and platforms. As part of digitalising the Schengen visa procedure, the Agency will start developing the Revised VIS and the **EU visa application platform** (EU VAP) in 2026, to further facilitate the visa issuance procedures and pave the way for a seamless international travel to Europe. In the area of internal security, eu-LISA is developing the **Prüm II central router** to facilitate information exchange and improve police cooperation. To further improve traveller identification and streamline border management, the Agency will also develop the **API-PNR router for transferring advance passenger information** (API) and **passenger name record (PNR)** from air carriers to Member States.

As one of the key contributors and stakeholders in the EU's JHA domain, the Agency will remain fully committed to supporting the Member States in their implementation efforts related to new systems and interoperability. In particular, eu-LISA will continue strengthening collaboration with Member States during their business testing processes and delivering tailored training activities on the technical functioning of JHA systems for their end-users.

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

The Agency continues to further enhance and strengthen its **internal control system**, together with

implementing the **Common Assessment Framework** (CAF) action plan, as agreed in 2022. Internal controls, including eu-LISA's Internal Control Strategy, will focus on areas where the main weaknesses are occurring, in particular, improving contract management processes and activities.

The Agency will continue applying the highest levels of **information security and data protection standards** to guarantee that the treatment of personal information remains fair and lawful, in full compliance with the data protection principles and EU data protection law. Reporting on data protection and close cooperation with the European Data Protection Supervisor (EDPS) remains a key element in the Agency's accountability, while collaboration with other EU agencies promotes best practices.

➤ **Priority 3: Fostering staff engagement by making the Agency a great place to work to attract and retain new talent**

The Agency will strive to improve its **occupancy rate**, particularly by conducting faster recruitment procedures, using social media to support recruitment, and maximising the use of existing internal reserve lists and shared reserve lists with other agencies. eu-LISA is committed to maximize its efforts by leading a joint selection procedure for the Justice and Home Affairs Network to enhance productivity of the recruitment procedures. The Agency will also continue its efforts to ensure it has the right people in the right positions by attracting, developing, and retaining qualified professionals who share the Agency's values and are highly motivated and committed to delivering its mission and objectives. The Agency will continue to strengthen its position **as an employer of choice in the IT landscape** and to attract a diverse pool of candidates, with a special focus on women in STEM.

➤ **Priority 4: Be fit for the future, enhancing technologies and innovation**

Based on the conclusions of eu-LISA's regular external independent evaluation carried out in accordance with Article 39 of its establishing Regulation, the Agency will implement an **action plan** to be approved by the Management Board.

To ensure the resilience and availability of the EU's JHA systems, the Agency will continue with the **capacity increase programme** by optimising data centre resources and improving power and cooling capacity at the Strasbourg data centre to meet increasing operational needs stemming from an increasing number of new systems and volumes of data. The Agency also aims 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**.

Moreover, the Agency will continue migrating its corporate IT infrastructure and applications to the cloud hosted by the Commission's Directorate-General for Digital Services (DIGIT) to reduce costs, improve the effectiveness of IT processes, and provide a dynamic, on-demand environment to better meet user needs, including implementing its cloud strategy to support core business systems and address specific challenges.

The Agency will further expand the **new ways of working** successfully tested in implementing interoperability roadmap 2025–2026 by adapting its working methods towards more agile practices and a more transversal organisation of roles, and by working in a more integrated manner with contractors and service providers.

The Agency will continue enhancing its research and innovation capabilities by focusing on the monitoring of relevant research and innovations that could be implemented by eu-LISA, as well as providing expert support to the European Research Programme and to the Member States, in line with its research strategy. The Agency will also continue its proactive support as a member of the EU Innovation Hub for Internal Security.

To better handle increasing cyber-attacks and incidents, the Agency will focus on strengthening its **cyber resilience and response capabilities**. The Agency will also continue improving its **biometrics portfolio** and capabilities to increase the overall quality of biometrics solutions used in JHA information systems.

The Agency will strive to further enhance its efficiency, using tools and technologies that will support its operational and corporate processes, including automation of processes and services (including implementing machine learning and AI) in relevant areas, particularly in service desk, infrastructure, and cybersecurity.

➤ **Priority 5: Consolidate the Agency's governance and relations with its key stakeholders**

Strengthening institutional partnerships and alliances with EU institutions and agencies, as well as Member States, host countries, academia, and the industry will remain a key priority. The Agency will continue working closely with its stakeholders, particularly the Member States, the Commission, partner agencies and the European Parliament. It will also strengthen partnerships with host countries and host cities (Tallinn, Estonia and Strasbourg, France) to ensure more visibility at the local level for the EU and better awareness about eu-LISA's role. Partnerships with industry and academia will be further strengthened as well.

The Agency will enhance its requirement management lifecycle for the existing and new systems. As regards

the development of new systems, eu-LISA will proactively develop minimum viable products (MVPs⁵²) and mock-ups to better capture user feedback and acquire necessary input for the final product.

3. Annual work programme for 2026

The following work programme outlines eu-LISA's key priorities for 2026 and provides an overview of activities that the Agency intends to carry out to achieve its strategic objectives set in this programming document under each priority. The budget estimates and the necessary human resources are presented in Annex II.

3.1. Internal security and law enforcement cooperation

3.1.1. Schengen Information System (SIS)

SIS is the largest and most widely used IT system for internal security and border management in Europe. It facilitates information exchange about wanted or missing persons or objects, together with instructions for competent national authorities. SIS is also equipped with a biometric search functionality, enabling the identification of persons based on their fingerprints. As such, SIS constitutes one of the cornerstones of the Schengen architecture, enabling smart and efficient management of the EU's external borders and contributing to the internal security.

Key objectives

- **effective and continuous operation** of the SIS central system (incl. its biometric functionality AFIS until the entry into operation of SBMS for SIS), keeping hardware infrastructure and software up to date, supporting Member States in their management of national SIS systems;
- **uninterrupted availability** and continuity for end-users in compliance with relevant regulations and service-level agreements;
- roadmap established for the implementation of SIS facial recognition;
- delivery of **required upgrades and evolutions** to ensure continuous system improvement.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
SIS central system availability	≥99.99%	99.78%	SLA and monthly service reports
SIS central system response time	≥99.50%	100%	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
SIS maintenance/adaptive maintenance business as usual	Efficient, cost-effective and continuous services to end-users, with system performance in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks. Fully operational and performing system that ensures continuous high-availability and efficient service delivery to the end-users in all Member States.
SIS infrastructure business as usual	Fully operational and efficient, cost-effective and continuous services to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades, equipment and technology, that meets the required standards and specifications for efficient service delivery.

⁵² MVP or minimum viable product is a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development.

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Upgrade and evolution		
SIS product evolution	Compliant system with enhanced functionality, improved performance, and increased efficiency, ultimately driving business value and supporting stakeholder's objectives.	Updating functionalities or features, incorporating the latest technological advancements and best practices to enhance overall system performance and user experience. Milestone 2026: ■ Delivery of SIS information alerts on third country nationals ■ SIS connection with IO, ETIAS, EES and Revised VIS
Interoperability		
SIS connection with interoperability components project delivery: EiO 2027 (incl. FSA)	Improved performance and service delivery due to systems interoperability for streamlined services to end-users.	Finalising interoperability connections with ESP, sBMS, MID, CRRS, incl. AFIS to sBMS biometrics migration, launching MID process and links. Milestone: finalising design and start development
SIS connection with ETIAS project delivery: EiO 2026; FSA 2027	More streamlined services, incl. automated searches for the assessment of applications.	Establishing system-to-system interoperability by setting up enterprise service bus solution between SIS and ETIAS for data exchange. Milestone: entry into operation
SIS connection with Revised VIS EiO 2027 (FSA 2028)	More efficient visa approval process by allowing interoperable searches on possible hits in SIS.	Finalising system-to-system interoperability between core SIS and Revised VIS. Milestone: finalising design and start development
SIS screening project delivery: EiO 2026 and FSA	Screening entry into operations	Finalising developing and testing, deploying technical requirements. Milestone: entry into operation.

3.1.2. Prüm II central router (automated data exchange for police cooperation)

The Prüm II central router will reinforce and modernise the existing Prüm framework by streamlining and facilitating faster and more systematic data exchange between Member State law enforcement authorities and Europol to improve the efficiency of combatting cross-border crime.⁵³ It will replace the current individual connections between national databases and provide the foundation for a new architecture to expand the data available on DNA, fingerprints, and facial images.

Key objectives

- continued development of the Prüm central router with additional supporting functionalities to provide a single connection for exchanging biometric information between Member States and Europol.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
cost	total deviation ≤5%	deviation 0%	SLA and monthly service reports
schedule	total deviation ≤5%	deviation 0%	SLA and monthly service reports
scope	no deviation	deviation 0%	SLA and monthly service reports

⁵³ Regulation (EU) 2024/982, OJ L, 2024/982, 5 April 2024. For more information, please visit the dedicated page on the *EU Police cooperation package*. The previous Prüm framework was based on Council Decisions 2018/615/JHA and 2008/616/JHA.

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Implementation		
Prüm implementation project delivery: EiO and FSA 2027	Establishment of a harmonized and automated system for the exchange of DNA, fingerprints, and face images data between EU member states, enabling faster and more effective cross-border law enforcement cooperation.	Implementing the solution of central router, implementing the largest part of the system's building blocks. Milestone 2026: -Delivery of the minimum viable product

3.1.3. API-PNR router (advance passenger information and passenger name record)

The API router will facilitate traveller identification and clearance during border checks and for the prevention, detection, investigation and prosecution of terrorist offences and serious crime by transferring traveller data and flight information ahead of their arrival. The router will serve as a single connecting point between Member States and air carriers for the transfer of API and PNR data. This will decrease the probability of carrier non-compliance with the obligation to communicate relevant data and reduce the risk of errors and abuse, thus supporting better border management and law enforcement action

Key objectives

- **continued development of the API-PNR router** and extended carrier interface to collect and transmit the API and PNR data to national competent border authorities and Passenger Information Units (PIUs) in the Member State.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
cost	total deviation ≤5%	<i>not applicable</i>	SLA and monthly service reports
schedule	total deviation ≤5%	<i>not applicable</i>	SLA and monthly service reports
scope	no deviation	<i>not applicable</i>	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Implementation		
API-PNR implementation project delivery: 2027 (incl. FSA)	Implement a single router to receive API and PNR data from air carriers and transmit it to national authorities, enhancing external border controls and supporting the prevention, detection, investigation and prosecution of terrorist offences and serious crime, while simplifying the information transfer process for air carriers and reducing errors and abuse.	Implementing the router technical solution and EES/ETIAS carrier interface extension for API. Milestone 2026: ■ Delivery of the first minimum viable product ■ Deliver the first version of the ICD to the Member States ■ Deliver the first version of technical guidelines to carriers

3.2. Schengen borders and visa

3.2.1. Visa Information System (VIS)

VIS supports 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, VIS constitutes one of the core elements of the Schengen architecture, helping combat visa fraud by identifying persons who may not or no longer fulfil the conditions for entry, stay or residence in the Schengen area. VIS also supports the identification of the Member State

responsible for examining an asylum application and contributes to preventing threats to internal security.

Key objectives

- **effective and continuous operation** of the VIS central system, keeping hardware infrastructure and software up to date, user support to Member States in the management of national SIS systems;
- **uninterrupted availability** and continuity for system end-users in compliance with relevant regulations and service-level agreements;
- delivering **required evolutions**, refactor the legacy VIS together with the new VIS4 stack and decommissioning of legacy VIS, implementing the EDPS recommendations and creating the conditions for the implementation of the Revised VIS;
- starting the **EU visa application platform** development to digitalise the Schengen visa procedure;
- entry into operation of **additional VIS functionalities**, incl. integration of long-stay visas and residence permits, interoperability connections with ESP, CIR, MID, and CRRS.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
VIS central system availability	≥99.99%	99.92%	SLA and monthly service reports
VIS central system response time	100%	99.89%	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and output
Operational management		
VIS Maintenance/ Adaptive Maintenance business as usual	Fully operational and performing system that ensures continuous high-availability and efficient, cost-effective and continuous services to end-users, performance in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks.
VIS Infrastructure business as usual	Fully operational and well-maintained infrastructure system, including upgraded, equipment, and technology, that meets the required standards and specifications for efficient service to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades, equipment and technology, that meets the required standards and specifications for efficient service delivery
Upgrade and evolution		
EU VAP implementation project delivery: EiO 2028-2029 (to be confirmed with the endorsement of IO Roadmap for 2027–2028 ⁵⁴)	Functional web application accessible worldwide in order to apply for Schengen short-stay visas to ensure simplified end-user visa process	Implementation of the Visa Online Application. Milestone: start of implementation
Interoperability		
VIS connection with ETIAS EiO 2026 (FSA 2027)	VIS readiness for systems interoperability to deliver more streamlined services to end-users, as per ETIAS consequential amendments.	Establishing direct system-to-system connection with ETIAS. Milestone: entry into operation
VIS connection with interoperability components EiO 2027 (FSA 2028) (to be confirmed with the endorsement of IO Roadmap for 2027–2028)	VIS readiness for systems interoperability to deliver more streamlined services to end-users, as per Interoperability Regulations.	Establishing connections with interoperability components ESP, CIR, CRRS. Milestone: finalising design and starting development
Revised VIS implementation, including connection with	Improved performance and service delivery, new functionalities and	Developing and testing integrated functional and non-functional changes to central and national systems, incl.

⁵⁴ The new interoperability roadmap adopted on November 2025 by Management Board excludes the elements related to the systems delivery during 2027 and 2028, such as the Revised VIS and, the EU-VAP milestones. These milestones will be adopted in January 2026.

Project/non-project task	Expected result (outcome)	Description and output
interoperability components project delivery: EiO 2027 (incl. FSA) (to be confirmed with the endorsement of IO Roadmap for 2027–2028)	interoperability connections.	active-active setup (0 downtime and data loss); establishing interoperability with ETIAS. Milestone: start of testing Creating the conditions for the revised VIS and EDPS recommendations ■ Replacement of legacy infrastructure
VIS screening project delivery: EiO 2026 (incl. FSA)	Screening entry into operations	Finalising developing and testing, deploying technical requirements. Milestone: entry into operation.

3.2.2. Entry/Exit System (EES)

The EES modernises the management of external borders by replacing the practice of manual stamping of passports with the **electronic registration of non-EU nationals** crossing the external borders of the Schengen area for a short stay and alerts on entry refusals. For streamlined processing of incoming travellers, EES and ETIAS have joint web services for carriers and travellers, enabling the checking of travel authorisation validity prior to boarding. The automation of border checks supports the Member States in managing increasing traveller flows, while also helping to optimise procedures at crossing points. EES also enables monitoring of authorised short-term stays by automatically calculating the duration of stay and generating alerts upon expiry. As such, it supports preventing irregular immigration and strengthens internal security by helping to combat organised crime and terrorism.

Key objectives

- **effective and continuous operation** of EES central system, incl. carrier interface, keeping hardware infrastructure and software up to date, timely renewal of licences and support, support to Member States in their management of national systems,
- **uninterrupted availability and continuity** for the system end-users in compliance with relevant regulations and service-level agreements,
- delivering **required evolutions, e.g.: EES connection to ETIAS, web services**
- **established connections with** Interoperability components (ESP, CIR and MID) , and with CRRS to produce reports and statistics, as well as revised VIS.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
EES central system availability	≥99.90%	<i>not applicable</i>	SLA and monthly service reports
EES central system response time	≥99.55%	<i>not applicable</i>	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
EES Maintenance/Adaptive maintenance business as usual	Fully operational and performing system that ensures continuous high-availability and efficient service delivery to the end-users in all Member States, in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks.
Web services delivery and Maintenance business as usual	Efficient, cost-effective and continuous services, performance in compliance with applicable legal requirements.	Finalisation of the web services delivery and corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks. Milestone 2026: - Entry into operation of web services and start of

Project/non-project task	Expected result (outcome)	Description and milestone(s)
		maintenance
EES Infrastructure (including web services) business as usual	Fully operational and well-maintained infrastructure system, including upgraded, equipment, and technology, that meets the required standards and specifications for efficient service delivery to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades , equipment and technology, that meets the required standards and specifications for efficient service delivery
Interoperability		
EES connection with interoperability components project delivery: EiO 2027 (incl., FSA)	EES ready for interoperability to deliver more streamlined services to end-users.	Testing connections with all interoperability components, particularly with ESP, CIR, MID, CRRS, and Revised VIS. Milestone 2026: finalising design and starting development
EES connection with ETIAS project delivery: EiO 2026, FSA 2027	EES ready for interoperability to deliver more streamlined services to end-users.	Testing connections with ETIAS. Milestone 2026: entry into operation.
Web services connection with Revised VIS project delivery: EiO 2026, FSA 2027	EES/ETIAS web services compliance with Revised VIS Regulation.	Implementing functionalities required for Revised VIS. Milestone 2026: entry into operation.
EES screening project delivery: EiO June 2026 and FSA	Screening entry into operations	Finalising developing and testing, deploying technical requirements. Milestone: entry into operation.

3.2.3. European Travel Information and Authorisation System (ETIAS)

ETIAS is an **online pre-travel authorisation** for visa-exempt third-country nationals travelling to the Schengen area for a short stay. In addition to streamlining border-crossing procedures, this pre-travel screening system compares information across all JHA systems, as well as Europol database, for advance identification of potential **security, illegal immigration or high epidemic risks**. ETIAS travel authorisations are checked by carriers prior to boarding and by border guards at Schengen borders. The system complements EES and share joint web services, with online interfaces for carriers and travellers.

Key objectives

- delivery and entry into operations of ETIAS
- effective and continuous operation of ETIAS central system, keeping hardware infrastructure and software up to date, support Member States in their management of national ETIAS units,
- uninterrupted availability and continuity for system end-users in compliance with relevant regulations and service-level agreements,
- monitoring new technology developments to improve system performance and advising Commission and the Member States,
- establish ETIAS connection with VIS and interoperability component MID.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
cost	total deviation ≤5%	no deviation	SLA and monthly service reports
schedule	total deviation ≤5%	no deviation	SLA and monthly service reports
scope	no deviation	no deviation	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		

Project/non-project task	Expected result (outcome)	Description and milestone(s)
ETIAS Maintenance/Adaptive maintenance business as usual	Fully operational and performing system that ensures continuous high-availability and efficient service delivery to the end-users in all Member States in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks.
ETIAS infrastructure business as usual	: Fully operational and well-maintained infrastructure system, including upgraded , equipment, and technology, that meets the required standards and specifications for efficient service delivery to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades , equipment and technology, that meets the required standards and specifications for efficient service delivery
Implementation		
ETIAS implementation project delivery: EiO 2026, FSA 2027		Milestone 2026: entry into operation
Interoperability		
ETIAS connection with VIS, EES Eurodac and CRRS (incl. screening) project delivery: EiO 2026, FSA 2027	Interoperability readiness to deliver more streamlined services.	Finalising connections with Revised VIS and Eurodac, supporting ETIAS central /national units in management of MID links, incl. demand management and testing with Member States. Milestone 2026: entry into operation

3.3. Migration and asylum

3.3.1. Eurodac (European Asylum Dactyloscopy Database)

Eurodac is the EU database of digitalised fingerprints for determining the Member State responsible for examining an asylum application. Eurodac is also used to establish the identities of persons apprehended in connection with unlawful border crossings and those found illegally staying in the Schengen area. Under very strict conditions, and as a last resort, access granted to national law enforcement agencies and Europol, if needed for preventing, detecting or investigating terrorist or serious criminal offences.

Adopted in May 2024 as part of the **Pact on Migration and Asylum**,⁵⁵ the **Eurodac recast Regulation** significantly expands the system's scope to introduce alphanumeric data and expands the biometric data set by facial biometrics to improve the detection of unauthorised movements within the Schengen area. The integration with interoperability components will enable searches and cross-checking of identities across all JHA systems managed by eu-LISA, transforming the existing fingerprint database into a fully-fledged asylum and migration management system.⁵⁶

As part of the Agency's Strategic Action Plan adopted presented in 2024, eu-LISA is piloting the new way of working for the delivery of the new Eurodac. The objective is for the Agency to regain control on the conception (architecture and requirements) and development of the new system, as well as increase efficiency and reduce the time to market of the new solution. As part of this pilot, the agency is:

- Enhancing the requirement management, evolving from a service provider to a business partner for the Member States and the Commission, proactively capturing users' feedback as input for the final product;
- Regaining control on the set up of the architecture and requirements for the new system;
- Embracing a DevSecOps approach leveraging appropriate tooling, Agile at scale to speed up the development, as well as working through transversal cross-functional teams;
- Using cloud capabilities for the development phase of building the new solution, in order to reduce procurement needs for infrastructure, speed up the development and reduce the time to market;

⁵⁵ For more, see DG HOME's dedicated page on the *Pact on Migration and Asylum*.

⁵⁶ *Regulation (EU) 2024/1358*, OJ L, 2024/1358, 22 May 2024.

- Strengthening collaboration with Member States during their business testing processes.

Key objectives

- New Eurodac entry into operation in June 2026 with the Web user interface and the scope of the critical interface control document (ICD), while in December 2026 the full ICD functionalities will be provided.
- effective and continuous operation** of the Eurodac central system (incl. DubliNet), keeping hardware infrastructure and software up to date, support Member States in managing national access points (NAPs),
- uninterrupted availability** and continuity for system end-users (incl. DubliNet) in compliance with relevant regulations and service-level agreements,
- implementing the **Eurodac recast Regulation** (incl. DubliNet Recast) and screening maintenance,
- delivery of the **required evolutions** to ensure continuous system improvement,
- establishing **interoperability connections** with ESP and CIR, Revised VIS and ETIAS to facilitate biometric and alphanumeric searches and cross-checking across all JHA information systems.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Eurodac central system availability	≥99.99%	99.91%	SLA and monthly service reports
Eurodac central system response time	≥99.45%	99.99%	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
Eurodac Maintenance/ Adaptive Maintenance business as usual	Fully operational and performing system that ensures continuous high-availability and efficient service delivery to the end-users in all Member States in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, incl. regular data consistency checks.
Eurodac infrastructure business as usual	Efficient, cost-effective and continuous services to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades, equipment and technology, that meets the required standards and specifications for efficient service delivery. Output: Fully operational and well-maintained infrastructure system, including upgraded, equipment, and technology, that meets the required standards and specifications for efficient service delivery.
Upgrade and evolution (incl. interoperability)		
New Eurodac implementation, incl. connection with interoperability components and screening project delivery: first package of functionalities 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. FSA 2026-2027.	Eurodac aligned with the requirements outlined in the Recast Eurodac Regulation, and in the Interoperability regulations	Finalising developing and testing, deploying technical requirements. Designing and deploying of new Eurodac architecture (incl. new categories, facial images, etc.), creating an interface between Eurodac and interoperability components (CIR, CRRS), and also with Revised VIS and ETIAS. Migration of biometric data to sBMS and infrastructure to common shared platform Milestone: Entry into operation of all key functionalities.
DubliNet redesign/upgrade after new Eurodac project delivery: EiO and FSA 2026	Alignment with latest technology standards and high-level security for data exchange.	Finalising development and testing, deploying upgrades, incl. FSA. Milestone: entry into operation.

Project/non-project task	Expected result (outcome)	Description and milestone(s)

3.4. Justice cooperation

3.4.1. European Criminal Reference Information System (ECRIS)

In the EU, prior convictions must be taken into account when passing criminal sentences. Information on the criminal records is exchanged via ECRIS, a decentralised system for which eu-LISA provides the reference implementation (**ECRIS RI**) that enables communication between criminal record registers of EU Member States and the United Kingdom⁵⁷. **ECRIS-TCN**, a centralised hit/no-hit system, supplements ECRIS with information on criminal records of third-country nationals (TCN) and stateless persons convicted in the EU. Together these two systems help judges, prosecutors and other relevant authorities obtain comprehensive information on the criminal history of TCNs, regardless of the Member State where they were previously convicted. As a result, they contribute to implementing the principle of mutual recognition of sentences and judicial decisions across the EU.

Key objectives

- Start of data load and entry into operations of ECRIS-TCN
- effective and continuous operation of ECRIS RI and ECRIS central system, keeping hardware infrastructure and software up to date, support Member States in their management of national ECRIS systems, incl. regular monitoring of biometric accuracy (false positive/negative identification rates),
- uninterrupted availability and continuity for system end-users in compliance with relevant regulations and service-level agreements,
- performing necessary ECRIS RI rewrite, subject to availability of funding.
- establishing connection with Revised VIS and remaining interoperability components (MID) and interoperability tool CRRS,
- finalising the implementation of Screening Regulation requirements.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
ECRIS-TCN central system availability	≥97.60%	<i>not applicable</i>	SLA and monthly service report
ECRIS-TCN central system response time	≥99.55%	<i>not applicable</i>	SLA and monthly service report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
ECRIS RI maintenance business as usual	Corrective, adaptive, perfective and preventive maintenance to ensure requisite system performance, including also support to the Member States	Maintain RI "as is" until RI "to be" is developed and enters into operations. Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance, incl. support.
ECRIS-TCN infrastructure business as usual	Fully operational and well-maintained infrastructure system, including upgraded , equipment, and technology, that meets the required standards and specifications for efficient service delivery in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades , equipment and technology, that meets the required standards and specifications for efficient service delivery.
Implementation		

⁵⁷ 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.

Project/non-project task	Expected result (outcome)	Description and milestone(s)
ECRIS-TCN implementation (incl. screening) project delivery: EiO 2026 (incl. FSA 2026)	ERIS-TCN available to Member States and Agencies. System fully operational and ECRIS-TCN community able to utilise the system to exchange info on TCN convictions as well as the added load coming from screening authorities	Updating functionalities or features, incorporating the latest technological advancements and best practices to enhance overall system performance and user experience. Milestone 2026: - Successful data load supporting the Member States in S1/26 - Successful integration with Screening Regulation in S2/26 Final system acceptance
Interoperability		
ECRIS-TCN connection with interoperability components and revised VIS project delivery: EiO 2026, FSA 2027	Improved performance and service delivery through interoperability connections to deliver streamlined services to the EU's JHA community.	Finalising testing and transition into operation. Milestone 2026: entry into operation

3.4.2. e-CODEX (e-Justice Communication via Online Data Exchange)

e-CODEX system is a 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.⁵⁸

Key objectives

- **effective and continuous operation** of the e-CODEX system, keeping hardware infrastructure and software up to date, incl. potential continuation of e-CODEX connector source code rebuild for alignment with industry standards, enhanced system security and robustness, and user support,
- **required availability** of services and efficient performance of e-CODEX, including secure internet-facing hosting environment,
- development, deployment and management of **digital procedural standards** and EU e-Justice core vocabulary,
- e-CODEX connector rewrite, and maintenance, update and development of XSDs [subject to availability of funding].

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
e-CODEX components availability:			
(1) e-CODEX repository	≥95%	<i>not applicable</i>	SLR and quarterly incident reports
(2) configuration management tool	≥98%	<i>not applicable</i>	SLR and quarterly incident reports
(3) central testing platform	≥90%	<i>not applicable</i>	SLR and quarterly incident reports
(4) ITSM tool	≥95%	<i>not applicable</i>	SLR and quarterly incident reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s) ⁵⁹
Operational management		
e-CODEX maintenance business as usual	Providing corrective, adaptive, perfective and corrective maintenance	Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance,

⁵⁸ For more information, please visit eu-LISA's dedicated [e-CODEX website](#).

⁵⁹ Implementing tasks as listed in the Article 7 of Regulation (EU) 2022/850 and implementing decision (EU) 2023/117.

Project/non-project task	Expected result (outcome)	Description and milestone(s) ⁵⁹
	to ensure requisite system performance, including also support to the Member States.	incl. user support; potential continuation of connector source code rebuild.

3.4.3. Joint Investigation Teams collaboration platform (JITs CP)

The JITs collaboration platform facilitates communication and cooperation between European judicial and law enforcement authorities, and relevant EU agencies (e.g., Europol, Eurojust) and bodies (European Public Prosecutor's Office (EPPO); European Anti-Fraud Office (OLAF), thus improving the efficiency and effectiveness of cross-border investigations and prosecutions.⁶⁰

Key objectives

- **effective and continuous operation** of JITs CP central system (incl. communication application), keeping hardware infrastructure and software up to date, user support,
- **uninterrupted availability** and continuity for system end-users in compliance with relevant regulations and service-level agreements.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
JITs CP availability	≥97.60%	<i>not applicable</i>	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Implementation		
JITs CP project: 2026	Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance, incl. user support and evolutions stemming from users' feedback.	Delivery of the JIT Cooperation Platform and Communication application. Milestone 2026: entry into operation, planned evolution of the platform according to feedback from users

3.5. Interoperability

The efficient management of Europe's internal security and external borders relies upon the ability of IT systems to exchange data and information. To facilitate cooperation between national authorities across Europe, eu-LISA is developing the overarching systems interoperability architecture for all JHA systems under its management: SIS, VIS, Eurodac, EES, ETIAS, and ECRIS-TCN. Once operational, this systems interoperability will enable more agile and efficient provision of services to the JHA community, while also reinforcing the EU's internal security.

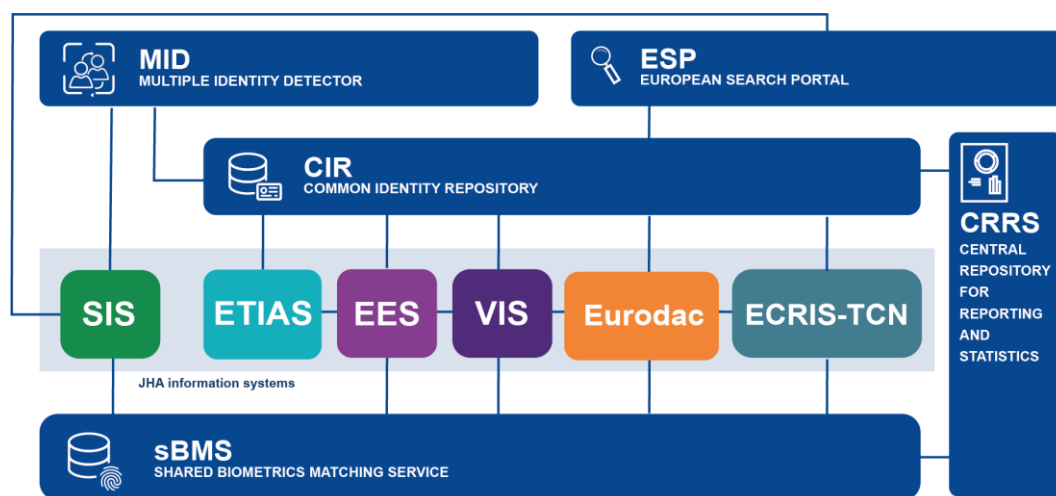
The EU's JHA interoperability architecture will comprise the following components:

- the **European search portal** (ESP) enabling authorised users to conduct single searches and receive results from all JHA information systems they are authorised to access,
- the **shared biometric matching service** (SBMS) for cross-matching of identity data with biometric identifiers across all JHA systems,
- the **common identity repository** (CIR), repository of biographical and biometric information on third-country nationals to ensure reliable identification,
- the **multiple-identity detector** (MID) for ensuring the correct identification of bona fide travellers, while also contributing to the prevention of identity fraud.

⁶⁰ Regulation (EU) 2023/969 of 10 May 2023, OJ L 132, 17.5.2023, p. 1–20.

In addition, 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 systems for policy, operational and data quality purposes.

▲ Figure 2. Interoperability architecture for the EU's JHA domain



3.5.1. Interoperability

Key objectives

- **effective and continuous operation** of IO components, keeping hardware infrastructure and software up to date,
- **uninterrupted availability** and continuity for system end-users in compliance with relevant regulations and service-level agreements,
- **entry into operations of ESP, CIR and CRRS for ETIAS, ECRIS-TCN,**
- continue implementing **central system for yellow link resolution (CSLR),**
- **Monitor actual sBMS usage with production data, to determine the need for a capacity increase**

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
cost	total deviation ≤5%	no deviation	SLA and monthly service reports
schedule	total deviation ≤5%	no deviation	SLA and monthly service reports
scope	no deviation	no deviation	SLA and monthly service reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
IO maintenance	IO components maintained	Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance, incl. user support
Interoperability Infrastructure	Fully operational and efficient, cost-effective and continuous services to end-users, with system's performance in compliance with applicable legal requirements.	Maintaining the system's infrastructure, including upgrades, equipment and technology, that meets the required standards and specifications for efficient service delivery.
Interoperability components implementation	Efficient, systematic and controlled searches across all JHA systems (incl. Europol) for authorised end-users.	Implementation of the Interoperability Roadmap

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Project delivery: EiO for ESP, CIR and CRRS 2026 (incl. FSA) ⁶¹	Correct identity identification of TCNs for designated authorities. Availability cross-system statistical data and analytical reporting for policy decisions, operational management and data quality improvement.	Milestone 2026: entry into operation ⁶² : - ESP: ETIAS, ECRIS-TCN, Eurodac - CIR: ETIAS, ECRIS-TCN, Eurodac - CRRS: ETIAS, ECRIS-TCN, Eurodac

3.6. Research, innovation and capability building

3.6.1. Research and technology monitoring

The Agency actively monitors the latest developments in research and technology to enhance its professional expertise and support the continuous development of internal capabilities. In addition, eu-LISA organises outreach activities with the industry and academia. The Agency continues supporting the **EU Innovation Hub for Internal Security**, a collaborative network of labs that focus on providing effective solutions for internal security.⁶³

Key objectives

- supporting strategic reflections in technology areas relevant for eu-LISA and its stakeholder community
- enabling internal innovation, incl. piloting innovative solutions with focus on areas such as biometric recognition, AI, identity management, IT development methods and technologies, cybersecurity,
- acting as a bridge with research and innovation ecosystem, incl. institutional partners, industry and academia.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Research and technology monitoring products:			
a) research and technology monitoring reports	≥1 report	1 report	annual activity report
b) technology briefs ⁶⁴	2 technology briefs	2 technology briefs	annual activity report
c) industry roundtable event(s)	≥1 industry roundtable	2 roundtables	annual activity report
Strategic foresight exercise	1	Not applicable	annual activity report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Research and technology monitoring		
Research and technology monitoring business as usual	Increased awareness and capabilities in technical matters to support evolution of JHA systems, and increased capacity for systematic innovation.	- Monitoring new and evolving technologies, through research monitoring reports and industry roundtables - Translating research and innovation into practical applications, - Contributing to the EU Framework Programme for Research and Innovation - Contributing to the EU Innovation

⁶¹ Interoperability Roadmap for 2027-2028 to be adopted by Management Board in November 2025.

⁶² Activity also includes implementation of Common Repository for Reference Data/Common Repository for the List of Authorities, which is not an IO component; however, it supports the implementation of the CBSs and IO components providing a central source of truth with regard to the LoA and other reference data e.g. Code/System tables.

⁶³ For more information, please visit *EU Innovation Hub for Internal Security* website.

⁶⁴ Considering that technology briefs serve the same function as research and technology monitoring reports, they can be a substitute.

Project/non-project task	Expected result (outcome)	Description and milestone(s)
		Hub for Internal Security, - Cooperating with DG JRC. Milestone: one Industry Roundtable event, regular technology briefs.
Strategic foresight	Improved strategic planning and decision making through internal strategic foresight capability.	Carrying out strategic foresight activities in line with developed methodology and feeding results into strategic decision making and planning. Milestone: one strategic foresight exercise carried out by the end of 2026
AI-based solutions for improved efficiency business as usual	Improved effectiveness and efficiency of operations and corporate activities through introduction of AI-based solutions.	- Developing expertise and capabilities in AI, identifying and piloting use cases to enhance organisational performance - Implement the AI strategy, including by defining the governance for AI and ensure compliance with the AI Act Milestone 2026: pilot-testing AI solutions lead to the implementation of some AI solutions in production
eu-LISA library business as usual	Curated collection of digital and physical resources. Users have efficient access to up-to-date resources, resulting in informed decision-making, improved knowledge sharing, and enhanced support to core activities.	Purchasing of books, reading materials, ISO standards, and relevant subscription to periodicals/academic journals as part of maintenance of the eu-LISA library at all Agency sites.

3.6.2. Statutory reporting

The Agency compiles and publishes performance reports and statistics on the use and technical functioning of the JHA information systems under its remit. In addition, eu-LISA regularly updates and publishes the lists of designated authorities that have access to JHA systems. The statistical data on JHA systems usage contributes to the Schengen Barometer+ compiled by the Commission, and to other similar initiatives for improving situational awareness and forecasting capabilities at the EU level.

Key objectives

- compiling and disseminating or publishing regular statistics, performance reports and lists of authorities on JHA information systems managed by eu-LISA,
- providing requested statistics to support Commission's initiatives to better identify risks in the areas of borders, migration and asylum, return, internal security and visa policy, i.e., situational awareness and forecasting project, Schengen Barometer+, Blueprint Network for migration management.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Reports on the technical functioning, regular statistics, and lists of authorities	Reports submitted in compliance with legal requirements	SIS, VIS and Eurodac reports	annual activity report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Statutory reporting		
Technical reporting and aggregate statistics business as usual	Increased public awareness and transparency of eu-LISA's operations.	Compiling and publishing aggregated statistics and statutory performance reports on JHA systems, compiling and updating lists of authorities, supporting stakeholders in CRRS implementation. Milestone 2026: all statutory reports submitted as per legal requirements.

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Contribution to EU situational awareness and forecasting for migration management and internal security business as usual	Improved situational awareness and forecasting capabilities at EU level in the areas of borders, migration and asylum, return, internal security and visa policy.	Providing relevant statistics, supporting stakeholders in identifying fit-for-purpose statistical indicators, provision of data for Blueprint network initiatives and supporting the revision of network's outputs, incl. Annual Asylum and Migration Report. Milestone 2026: Relevant statistics and support to stakeholders provided

3.6.3. Training to Member States and JHA agencies

The Agency provides customised training programmes for Member States on the technical functioning of JHA systems, tailored to the identified needs and knowledge gaps identified with Member States, and maintaining a high level of participant satisfaction.

Key objectives

- designing and delivering tailored training activities on the technical functioning of JHA systems for Member State law enforcement, border management, migration and asylum, judicial authorities, and JHA agencies,
- cooperating with the EU Agency for Law Enforcement Training (CEPOL) and Frontex by providing joint training courses on JHA systems and sharing expertise in areas of mutual interest.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Training satisfaction score	>4 (on a scale of 6)	5.22	eu-LISA Training dashboard

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Training to Member States		
Training to Member States and JHA agencies business as usual	member States are equipped with up-to-date knowledge about the technical functioning and best practices related to JHA systems managed by eu-LISA.	Designing and implementing training plan based on training needs assessment, diverse delivery methods (from face-to-face to online courses), incorporating latest industry trends and innovative approaches, managing and developing the learning management system. Milestone 2026: annual training plan defined, updated, and implemented.

3.6.4. 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 focusing on large scale IT systems including SIS/SIRENE, the common visa policy (including VIS), EES and ETIAS.⁶⁵ In addition, the Agency supports the annual thematic Schengen evaluation.

Key objectives

- participating in the EU's Schengen evaluation mechanism as an observer during on-site visits, contributing to evaluation reports to ensure proper implementation of the Schengen *acquis* and helping Member States make better use of the large-scale IT systems.

⁶⁵ Council Regulation (EU) 2022/922 on the establishment and operation of the Schengen evaluation and monitoring mechanism.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Support to evaluations	Evaluations participated as requested	6	Evaluations participated

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Schengen evaluations		
Schengen evaluations business as usual	Enhanced and proper implementation of the Schengen <i>acquis</i> .	Processing Commission's Schengen evaluation requests, participating as observers in evaluations (on-site or desk support), contributing to evaluation reports. Milestone 2026: Schengen evaluation support provided as needed

3.7. Infrastructure and networks

3.7.1. Shared system infrastructure

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

Key objectives

- ensuring effective and continuous operational management of the infrastructure, particularly providing corrective maintenance (incl. hardware maintenance) and ensuring timely renewal of commercial off-the-shelf (COTS) software licenses, and adaptive maintenance in cyclic releases to maintain the COTS on a secure and up-to-date level and accurately estimating all necessary replacements,
- providing hosting services for the backup systems of Frontex and EUAA.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
CSI availability:			
(1) Pre-production and other environments	≥99.50%	99.87%	SM9 and monthly KPI reports
(2) Production environment	≥99.99%	100%	SM9 and monthly KPI reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
Shared System Infrastructure business as usual	The central infrastructure hosting the management and various infrastructure services for the core business systems is maintained with the basic level of corrective maintenance including the necessary vendor support. Without this basic maintenance no systems can be made available to Member states.	Corrective maintenance, hardware and COTS software maintenance license renewal, incl. vendor support. Output: Core business of eu-LISA to make
Modular Data Centres - CU and BCU business as usual	Provisioning of the required Data Center Capacity & Space to host and operate the Core Business Systems in CU and BCU	Designing, implementing and provisioning of modular data center solutions to fulfil the IT capacity & space needs in CU and BCU.

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Contract management and execution of BCU site - Back-up site - running costs business as usual		Contract Management and Execution as well as technical support for the site agreement with the Austrian Authorities and service contracts with Local Providers to ensure providing continuous availability and upkeeping of the BCU site.
Hosting services for Frontex and EUAA business as usual	Efficient, secure and highly available hosting for Frontex and EUAA back-up systems in compliance with respective bilateral agreements.	24/7 support and on-site coordination of incidents and issues, regular communication and updates.

3.7.2. Smart hosting platforms

To address the need for further growth and more efficient build, delivery and operation of core business systems hosting, eu-LISA launched the **‘Smart Hosting’ initiative**, introducing new concepts and state-of-the-art technologies for hosting large-scale IT systems with a focus on 5S principles: scalability, sustainability, stability, security and sovereignty. 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-premise 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).
- **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.

Key objectives

- ensuring **continuous and highly available** common shared platform (CSP) and comprehensive cloud platform (CCP),
- delivering **required evolutions** to optimise performance, scalability and flexibility, improve security and align technology capabilities with the evolving needs of the EU and the Member States.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
CSP uptime	≥99.99%	<i>not applicable</i>	SLA reports
CCP uptime	≥99.99%	<i>not applicable</i>	SLA reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
CSP maintenance business as usual	Efficient, cost-effective and highly available on-premise platform in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance, incl. advancing automation initiatives and DevOps practices.
CCP maintenance business as usual	Efficient, cost-effective and highly available cloud platform in compliance with applicable legal requirements.	Corrective, adaptive, perfective and preventive maintenance to ensure requisite performance, incl. evolving cloud landing zone architecture, testing and verifying cloud technologies.

3.7.3. Network

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 the 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.⁶⁶ On the TESTA-ng network, eu-LISA uses three domains for the operation of JHA systems: SIS domain for SIS and SIRENE Mail;⁶⁷ VIS domain for VIS and VIS Mail;⁶⁸ EES and ETIAS; and EuroDomain for Eurodac, Dublinet and ECRIS-TCN.⁶⁹ The end-users connect to each domain separately (also physically separated at the user premises), using (usually) two separate turnkey access points (TAPs).

Considering the evolution of the technical standards and rapidly evolving business needs, in 2024, DG DIGIT of the Commission with the cooperation of eu-LISA started to design and develop a new trans-European network, **TESTA EIRIS** (interconnectivity and exchange platform for EU), to replace the current TESTA-ng network by the end of 2027.

Key objectives

- providing **highly available and secure communication infrastructure**, including effective and continuous operational management of TAPs, and providing system end-users with uninterrupted availability in compliance with relevant regulations and service-level agreements,
- effective and continuous operational management of the **second encryption layer on the SIS and VIS communication infrastructure** to prevent external bodies (e.g., the TESTA-ng provider) from having access to sensitive data and preventing the unauthorised reading, copying, modification or deletion of personal data during transfers,

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Wide-Area Network availability (for SIS and VIS) ⁷⁰	≥99.99%	99.99%	TESTA-ng availability report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational management		
Communication infrastructure business as usual	Member States and agencies making use of the systems can do so using a secure, highly available communication infrastructure	Highly available and secure communication infrastructure for the EU's JHA systems managed by eu-LISA. Infrastructure operation, change management (incl. TAPs), user support: 24/7 infrastructure monitoring, handling requests/incidents; corrective, adaptive, perfective and preventive maintenance, incl. licence renewal, hardware and COTS software maintenance, operating SIS/VIS second encryption layer solutions.

3.8. Direct support to operations

3.8.1. System operations

To ensure the continuous availability and resilience of JHA information systems under its remit, the Agency provides **24/7 operational management, support services and application engineering**, including monitoring and observability, first incident response and coordination, communication and escalation, service request handling, cyber defence, incident and problem management, application engineering. To ensure effective operation, the Agency also maintains various operational and **IT service management (ITSM) tools**.

⁶⁶ The TESTA-ng network service provision contract is managed by the Commission's Directorate-General for Digital Services (DIGIT).

⁶⁷ **SIRENE Mail** is a communication mechanism used by national *SIRENE Bureaux* for supplementary information related to SIS alerts.

⁶⁸ **VIS Mail** is an information exchange mechanism used by national visa authorities to consult on Schengen visa applications.

⁶⁹ The Agency will use interoperability components on all three domains.

⁷⁰ Only for SIS and VIS domain; EuroDomain indicator is overseen by the Commission's Directorate-General for Digital Services (DIGIT).

Key objectives

- providing continuous and high-quality operational management and support for JHA systems and users,
- resilience of JHA systems through 24/7 monitoring and observability, cyber defence and first incident response,
- providing continuous technical support to projects to integrate new systems,
- enhancing necessary tools to improve responsiveness and quality of monitoring system operation and performance, incl. maintenance and evolution of IT service management (ITSM) tool, e-Operator Manual (eOPM), single integrated monitoring solution (SiMS) and event management system (EMS).

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Customer satisfaction (% of end-users satisfied/very satisfied with service)	≥80%	97.8%	annual customer satisfaction survey
eu-LISA service desk performance	≥80%	95%	service desk performance report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Operational support		
Operations Services Centre business as usual	Continuous high-quality operational management and support for JHA systems and end-users as per SLAs and expected resilience level.	Providing 24/7/365 monitoring and observability of JHA systems operation and performance, first incident response, end-user service desk, handling service requests, coordinating incidents/problems. Milestone: up-to-date operator manuals, EiO of Solutions Operations Framework for interoperability components, Revised VIS and Eurodac Recast.
Solutions operations and maintenance business as usual	Efficient, cost-effective and continuous services to end-users as per applicable legal requirements.	Continuous technical user support, managing and resolving incidents and problems, implementing and deploying changes and releases. Milestone: EiO of technical support for Eurodac Recast, Revised VIS, interoperability components.

3.8.2. Service transition

One of the Agency's key tasks in supporting system operations is the quality control, delivered through operational change, test, transition, release, and deployment management, together with application lifecycle management, including transition to operations.

Key objectives

- supporting the operational maintenance of all JHA systems and their infrastructure, incl. upgrading and testing of existing systems and critical recasts, providing operational support end-users, incl. carriers,
- consolidating internal tools and processes to adopt a more agile approach to release, operational change and test/qualification management,

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Implemented operational changes in prod. environment	>75%	75%	Internal report

Performance indicator	Target	Baseline (2024)	Source
End-user support during testing	≥95% tickets answered in <72h	<i>not applicable</i>	SM9 reports
DevOps tools availability	>95%	<i>not applicable</i>	Internal report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Service transition		
Operational change management business as usual	Up-to-date and secure operational systems in line with stakeholder needs with all technical changes implemented without impacting performance and availability.	Ensuring high-quality efficient and streamlined processing of the operational changes.
Release and deployment management business as usual	Up-to-date and secure operational systems in line with stakeholder needs, with all releases implemented without impacting performance and availability.	Implementing releases (latest patches and functionalities), more agile and automated release management, incl. user support.
Transition into operation business as usual	New IT systems successfully operating in production environment in compliance with applicable legal requirements	Coordinating the transition (preparation, entry into operation, final system acceptance), and assessing readiness, incl. user support.
Automation and tooling		
Transversal operational service tools business as usual	Efficient operational resolution process through up-to-date, reliable, effective and continuously available operational service tools.	Corrective, preventive, adaptive and perfective maintenance of operational service products and tools, incl. license management, technical administration and customization, user support.
Technology and software engineering		
Test management business as usual	Assurance that products and services deliver the intended value; reduced incidents frequency and improved stability; improved customer satisfaction. All systems, products and services delivered with the intended quality, value and stability.	Proving expert assessment on adopting the most suitable test approach, practices, tools, while also providing information and training to end users. Planning, designing, reviewing and implementing test campaigns for all IT systems maintenance operations (corrective and adaptive maintenance)
Software engineering business as usual	Improved quality of delivered core business systems.	Ensuring the quality of the required software (i.e., application design, source code quality), managing the in-house build and deployment pipelines with DevOps tools, and transversal IT Catalogue and standards processes.

3.8.3. 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.

Key objectives

- providing the highest level of compliance with the EU regulatory framework and security standards by applying 'defence in depth' approach to each JHA system to provide resilience to incidents and cyberattacks,
- continuous enhancement of eu-LISA's security framework and capabilities by improving relevant tools and processes, incl. security information and event management (SIEM) solution in conjunction with CERT-EU (Cybersecurity Service for the Union institutions, bodies, offices and agencies) to support the monitoring of and response to security incidents due to the evolving threat landscape,

- providing security assurance services to enhance the security posture of all IT systems, focusing on improving the identification of vulnerabilities and defects, patching, and hardening of systems,
- enhancing eu-LISA's cybersecurity posture, strengthening cyber defences, and ramping up capabilities to promptly detect and react to cyber operations,
- regular exchange of knowledge and best practices on matters related to cybersecurity and business continuity.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Implemented statutory security objectives	100%	100%	Security assurance dashboard
Security risk assessments done against systems	100%	100%	Security assurance dashboard

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Security, cybersecurity and business continuity		
Operational business continuity business as usual	Resilient and continuous services for the EU's JHA systems and communication infrastructure as per legal requirements.	Running and reviewing business impact assessments, risk management, incl. system-specific business continuity plans, controls, security exercises, implementing audit recommendations and exercise reports.
Managed IT security services business as usual	Efficient, secure and continuously managed IT security services for corporate infrastructure.	Monitoring IT infrastructure (incl. endpoints and points of access to the corporate network) vulnerabilities and security posture, managing risks and incidents, performing assessments.
Information security and assurance business as usual	Up-to-date information security posture in compliance with business standards good practices, legal requirements.	Overseeing information security management system (ISMS), security architecture and testing, and improving security framework (incl. risk assessments, implementing audit recommendations).
Cybersecurity business as usual	Up-to-date cybersecurity posture in compliance with legal requirements, CERT-EU guidance, international standards and good practices to remain trustworthy custodian of sensitive information entrusted to eu-LISA.	Monitoring and managing incidents by operating the cyber security incident response team (CSIRT), mitigating threats, risks and vulnerabilities, incl. identity and access management, security information and event management (SIEM).
Business continuity exercises project delivery: 2026	Enhanced security posture, resilience and availability of each system in compliance with legal requirements, business standards and good practices	Testing of specific controls, procedures and processes put in place for business continuity, disaster recovery, security, incident management related to JHA systems, incl. report with improvement recommendations. Milestone: execution of the exercise.

3.8.4. Support to the Commission and Member States

The Agency supports the Member States, the Commission and other relevant EU agencies in preparing, developing or operationalising JHA information systems. The Agency will continue to manage and further develop the IT systems under its mandate, delivering tasks and services laid down in applicable regulations, including regular training to all end-users on the technical use of JHA systems.

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 as per Articles 9 and 16 of eu-LISA's establishing Regulation.

3.8.5. Advisory Groups, meetings and missions

The Agency supports and coordinates the work of eu-LISA's governance bodies. The Agency organises the meetings of eu-LISA's Advisory Groups, Programme Management Boards, as well as various other cooperation and working groups, to coordinate their daily work, discussions and ensure alignment with stakeholder needs.

Key objectives

- providing high-quality support to all existing and possible new Advisory Groups and Programme Management Boards, incl. working and cooperation groups, technical workshops and dedicated ad hoc meetings with Member States.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Stakeholder satisfaction rate	>70%	98.80%	Stakeholder satisfaction survey

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Advisory Groups, meetings and missions		
Administrative support to Advisory Groups business as usual	Support meets stakeholder needs in compliance with legal requirements and rules of procedure of governing bodies.	Coordinating meetings, supporting regular liaison and communication, monitoring implementation of decisions and meeting outcomes.
Administrative support to other meetings and missions business as usual	Support meets internal stakeholders needs, all meetings and missions efficiently organised as per rules and regulations.	Supporting and coordinating missions related to IT systems under its mandate, incl. conferences, events, industry roundtable, regular and ad hoc meetings.

3.9. Corporate activities

3.9.1. Governance

Governance and compliance

Key objectives

- ensuring alignment of eu-LISA's resources, services and processes, and capabilities with its strategic objectives, reinforcing its governance framework, and fostering data-driven decision-making,
- strengthening internal control and quality management capabilities, and ensuring compliance with all applicable internal control and data protections requirements, incl. addressing findings and recommendations of various audits,
- implementing good governance practices in line with legal obligations and provision of assurance to all stakeholders on the Agency's performance and the achievement of objectives,
- implementing enterprise architecture, focusing on optimal alignment of architectural and improvement initiatives,
- supporting the Management Board and the Executive Director with independent, risk-based, and objective assurance, advice, insight, and foresight.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Performance of completed projects against the initial budget and schedule	budget deviation: ≤10% schedule deviation: <15%	not applicable	Project and programme reports

Performance indicator	Target	Baseline (2024)	Source
Audit delivery: % of annual internal audit plan delivered	90%	<i>not applicable</i>	IAC annual activity report
Stakeholder satisfaction with internal audit:	90% external / 80% internal	<i>not applicable</i>	IAC annual activity report
EDPS consultations handled and fulfilled per year	≥60%	<i>not applicable</i>	DPO activity report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Governance		
Governance, compliance and quality management business as usual	Enhanced and compliant performance of eu-LISA's governance, improved assurance of quality of eu-LISA's operations and achievement of strategic objectives in line with statutory requirements.	Monitoring and improving the effectiveness of the governance processes, performance and internal controls, implementing quality management system, updating and coordinating the long-term strategy, programming and reporting activities.
Programme and project management business as usual	eu-LISA's long-term strategy and project execution aligned, and objectives delivered in required quality.	Developing programme and project management capability, incl. evaluations and quality assurance, processes and Scaled Agile Framework.
eu-LISA service and process management business as usual	Efficient, up-to-date and standardised processes and high-quality delivery of services in line with stakeholders needs.	Monitoring and managing product and service catalogue and improving knowledge management and CSI register, incl. digitalisation and automation of management.
eu-LISA service and process improvement project delivery: 2026	Efficient and standardised processes and high-quality delivery of services in line with stakeholders needs.	Developing existing and integrating new processes and services.
Corporate horizontal tasks business as usual	High-quality and proper management of the Agency's subdivisions, enhanced guidance and support of achieving eu-LISA's strategic objectives.	Coordinating, supporting and managing departments and units, i.e., beyond specific projects or other listed activities.
Enterprise architecture		
Enterprise architecture business as usual	Enhanced alignment of architectural, design and development initiatives in line with eu-LISA's long-term and technology strategy.	Developing interoperability architecture for existing and future systems, i.e., defining interoperability building blocks, establishing standards for existing and new systems.
Compliance		
Internal audit business as usual	Improved, transparent and compliant operations, strengthened and systematic assessment of the effectiveness of governance, risk management and control processes, increased delivery of Agency's strategic objectives.	Providing risk-based and objective assurance, incl. coordinating internal and external audits, monitoring and follow up open audit recommendations, providing advice and foresight, monitoring and reporting on implementing anti-fraud strategy, acting as contact point for OLAF and EPPO.
Data protection business as usual	Secure, transparent, complete and effective data protection in line with applicable standards, requirements and regulations (incl. specific provisions for each IT system managed by eu-LISA).	Monitoring data protection, incl. coordinating internal and external audits, monitoring outstanding recommendations, assessing data protection processes and controls, handling requests and complaints from EDPS, maintaining data protection registry, increasing awareness.

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 continues to enhance its communication practices and foster close collaboration with its stakeholders, particularly with the Member States, Schengen associated countries, EU institutions and agencies, the industry (incl. passenger carriers), JHA domain, either bilaterally or through networks. In this framework, eu-LISA provides information on relevant legislative initiatives and expertise in technical matters,

supporting stakeholders in managing demands and conducting business analysis.

Key objectives

- maintaining of strong professional image as a trusted and valuable partner,
- productive business relations with all stakeholders, analysing and assessing business demands, incl. implementing a tool to digitalise requirements verification and validation (REUSE), improve stakeholder and management and enhance business analysis capabilities,
- effective management of stakeholder relations through bilateral and multilateral instruments and channels, with a focus on EU Institutions and agencies, Member State authorities, industry and academia,
- facilitation of efficient information exchange, actively engaging in technical and strategic discussions, and supporting the legislative and policy-making process in the EU's JHA domain,
- transparent and constructive collaboration with its Management Board, incl. with Audit, Compliance, and Finance Committee (ACFC).

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Impact of external communication	+200 followers annually per platform	LinkedIn: +5262 X: +235 Facebook: +651 YouTube: +98	analytics
Satisfaction with internal communication channels and actions	>70%	89%	annual satisfaction survey

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Business relations management		
Business relations management business as usual	Reinforced position of the Agency as a reliable partner and trusted advisor in its area of expertise, and improved business relations with all stakeholders.	Managing business relations, incl. business to build (B2B) and demand management (capturing, analysing and converting approved demands into requirements for systems development lifecycle), assessing impact of new initiatives, representing the Agency at all governance levels (AGs, PMBs, MB), EU institutions and industry, and implementing relevant tools.
Stakeholder management		
Administrative support to Management Board business as usual	Support meets stakeholder needs in compliance with legal requirements and rules of procedure of governing bodies.	Coordinating, preparing meetings, supporting the Board's regular liaison and communication, incl. ACFC, monitoring the implementation of decisions and meeting outcomes.
Action plan on findings of Agency's external evaluation business as usual	Enhanced performance and improved delivery of strategic objectives.	Coordinating and monitoring action plan following recommendations from the external evaluation, incl. regular reports to the Management Board.
Policy monitoring and coordination		
Policy monitoring and coordination business as usual	Increased visibility of eu-LISA's expertise at EU and international level and support on EU policies in the JHA domain.	Cooperating with stakeholders, preparing position papers and internal legislative analysis, monitoring relevant policy, strategic, legislative developments.
Liaising activities business as usual	Reinforced visibility and enhanced image of the Agency as a trusted and reliable partner in its areas of expertise, efficient working relations with stakeholders in Brussels, particularly EU institutions.	Cooperating with stakeholders on matters of mutual interest, monitoring relevant policy, strategic and legislative developments, incl. internal policy, legislative, and impact analysis, representing eu-LISA in various EU level meetings.

Communication		
Communication business as usual	Enhanced professional reputation, image and visibility of eu-LISA's in its areas of expertise.	Providing regular, up-to-date and transparent information to all stakeholders via various communication channels, focusing on raising awareness on the annual priorities, highlighting progress with implementing new IT systems and building the new Eurodac.

3.9.2. Corporate support

Corporate security and business continuity

The Agency continues to maintain and improve the high level of physical security in and around its facilities in response to changing business needs, further strengthening its business continuity capabilities.

Key objectives

- high-level of physical security of eu-LISA facilities, assets and staff, incl. safeguarding and monitoring access with full traceability,
- continuous improvement of the Agency's business continuity and security posture by implementing recommendations from exercises, inspections and audits, incl. developing and updating related strategies and policies.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Emergency drills/security and business continuity exercises	2 annual exercises	2 emergency drills	Security assurance dashboard

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Corporate security and business continuity		
Protective security and business continuity business as usual	Up-to-date protective security for facilities, assets and staff and enhanced corporate resilience.	Providing 24/7 protective security service in all premises, incl. maintenance of security systems and equipment, maintaining security requirements and improving security measures, ensuring business continuity
Security policy and coordination business as usual	Fit-for-purpose and up-to-date horizontal security elements, i.e., strategies, policies, processes in compliance with legal requirements, business standards, good practices.	Implementing security and continuity strategy, updating security and business continuity processes based on recommendations from exercises, inspections and audit, organising cooperation and outreach events.

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 objectives

- efficient management and planning of human resources, incl. digitalisation of HR services and recruitment processes,
- strengthening of eu-LISA's position as an employer of choice in the IT landscape, and continuing efforts to attract a diverse pool of candidates, with a special focus on women in STEM,
- systematic development of the staff's professional skills and competencies,
- strengthening awareness of staff concerning ethics and anti-fraud.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Staff turnover and occupancy rate	≤5% turnover >94% occupancy	5.3% turnover 92.40% occupancy	HR database, SYSPER reports
Staff engagement rate	≥3.8	3.7	HR database, SYSPER reports

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Human resources management		
Human resources administration and planning business as usual	Fit-for-purpose organisational structure, competent professionals, flexible and modern working conditions for staff.	Managing routine staff operations (e.g., onboarding, appraisal), improving and digitalising processes (incl. relevant tools), enhancing analysis capabilities, and coordinating external support.
Competency based human resources management business as usual	Diverse, qualified, highly motivated and committed people in the right positions.	Developing staff and enhancing leadership, incl. improving talent acquisition, ensuring well-being and reinforcing organisational culture and values (incl. diversity, inclusion).

Procurement, contract management, finances and accounting

The Agency is continuously strengthening its internal financial processes, procurement and contract management procedures, 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 ensures the maintenance of a sound accounting control system and proper presentation of its financial position.

Key objectives

- sound, compliant and transparent financial, procurement and contract management,
- support to the strategic financial decision-making, including improving analytical capabilities, e.g., budget and procurement forecasting and planning, high-quality monitoring of financial operations,
- enhanced monitoring of contractual implementation, risk management and performance assessment,
- sound accounting control system for proper presentation of the Agency's financial position.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Rate of carry-forward of appropriations for Title 3	<30%	14.5%	ABAC data warehouse
Budgetary commitments implementation rate	≥95%	100%	ABAC data warehouse
Rate of tenders cancelled after launch	<25 %	0%	procurement report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Budgetary and financial management		
Budgetary, asset and financial management business as usual	Sound, compliant and high-financial and asset management in line with relevant standards, good practices, requirements and regulations, and enhanced forecasting, monitoring and execution capabilities.	Planning, monitoring and executing budget implementation, providing financial reports, improving analytical capabilities and financial processes and procedures, incl. forecasting and activity-based budgeting.
Internal financial controls, audits	Transparent, sound and fit-for-purpose	Maintaining and strengthening financial

Project/non-project task	Expected result (outcome)	Description and milestone(s)
related to procurement and finances business as usual	financial, procurement and contract management in line with relevant standards, good practices, requirements and regulations.	transactions checklists and workflows, tools and analysis, revising controls and procedures, incl. implementing audit recommendations.
Procurement and contract management		
Procurement and contract management business as usual	Sound, transparent, compliant and cost-effective acquisition and contract management in line with relevant regulations, guidelines and procedures and available resources.	Managing, coordinating and monitoring procurement, acquisition and contract management, preparing the adoption of legal commitments, ensuring implementation contractual obligations.
Accounting		
Accounting business as usual	Fair and transparent presentation of eu-LISA's financial position in line with the EU Financial Regulation and accepted accounting principles, standards and rules.	Maintaining accounting quality control, incl. safeguarding eu-LISA's assets and financial interests, supporting external auditors and the ECA, delivering provisional and consolidated accounts.

Legal services

The Agency operates in compliance with the applicable regulatory framework, including operational and regulatory aspects of the EU's JHA information systems entrusted to eu-LISA. Throughout the Agency observes the highest levels of good administrative conduct, and remains committed to guaranteeing transparency in its activities, processes and decision-making, including public access to documents.

Key objectives

- sound and high-quality legal advice, expertise and opinion, incl. managing requests for public access to documents,
- identification of gaps and inconsistencies in the current legal framework and operational processes in order to update relevant policies and guidelines.

Key performance indicators

Performance indicator	Target	Baseline (2024)	Source
Legal advice and opinion	90%	90%	ProjectPlace
Legal advice not led to pre-litigation and litigation	80%		ProjectPlace

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
Legal services		
Legal services business as usual	Respect and reputation as a trusted and reliable partner for stakeholders.	Providing legal advice and expertise, incl. on public access to documents, and representation in legal proceedings before EU/national courts.

Corporate support 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 eu-LISA's business needs and commitment towards becoming an environmentally sustainable organisation.

Key objectives

- implementation of **capacity increase programme** to address the capacity demands at the operational site in Strasbourg, including optimising data centre resources, as well as power and cooling systems,
- continued reduction of eu-LISA's **environmental footprint** through the implementation of an improvement plan based on the EU's Eco-Management and Audit Scheme (EMAS), incl. annual environmental impact evaluation and performance review, and improvement of energy performance.

- improved cost-efficiency and enhanced collaboration, efficiency and agility of corporate ICT processes and infrastructure (i.e., migration of selected IT services to cloud-based platforms).

Key performance indicators

Performance indicator	Target	Baseline (June 2024)	Source
Environmental indicator: carbon footprint	Decrease of CO ₂ emissions	3507 teq CO ₂	Environmental statement
Capacity Increase Programme:			
(1) cost	deviation ≤10%	no deviation	Programme board report
(2) schedule	deviation ≤10%	no deviation	Programme board report
(3) scope	no deviation	no deviation	Programme board report

Tasks and projects

Project/non-project task	Expected result (outcome)	Description and milestone(s)
General services		
General services business as usual	Efficient, secure and environmentally sustainable daily operations and improved and functional building infrastructure.	Providing corporate support services in all locations (e.g., space management, missions, facility operations), incl. implementing the environmental management system, incl. reducing environmental impact.
General services upgrades and improvements project delivery: 2032	Enhanced working environment in line with local technical requirements and best practices.	Upgrading fire network in Strasbourg and improving basement waterproofing in the data centre and tertiary building.
Corporate ICT		
Corporate ICT business as usual	Efficient, cost-effective and continuous services to end-users, with system's performance in compliance with applicable standards and practices.	Corrective, preventive, evolutive, adaptive maintenance for corporate ICT infrastructure and applications, incl. testing and developing new tools, and support to end-users.
Corporate ICT upgrades and evolutions project delivery: 2023	Enhanced ICT services to end-users.	Implementing ITIL practices for service and asset management, migration to Cloud, implementing dev/test/pre-prod environments, virtual desktop infrastructure (VDI), enterprise content management.
Capacity increase programme		
Capacity increase programme project delivery: 2023/2	Up-to-date and sufficient capacity to host existing and new systems entrusted to the Agency, and improved energy efficiency of data centres in line with legal requirements and standards	Implementing modular data centre, power and cooling upgrades, incl. electrical and civil works.

ANNEXES



Annex I. Organisational chart

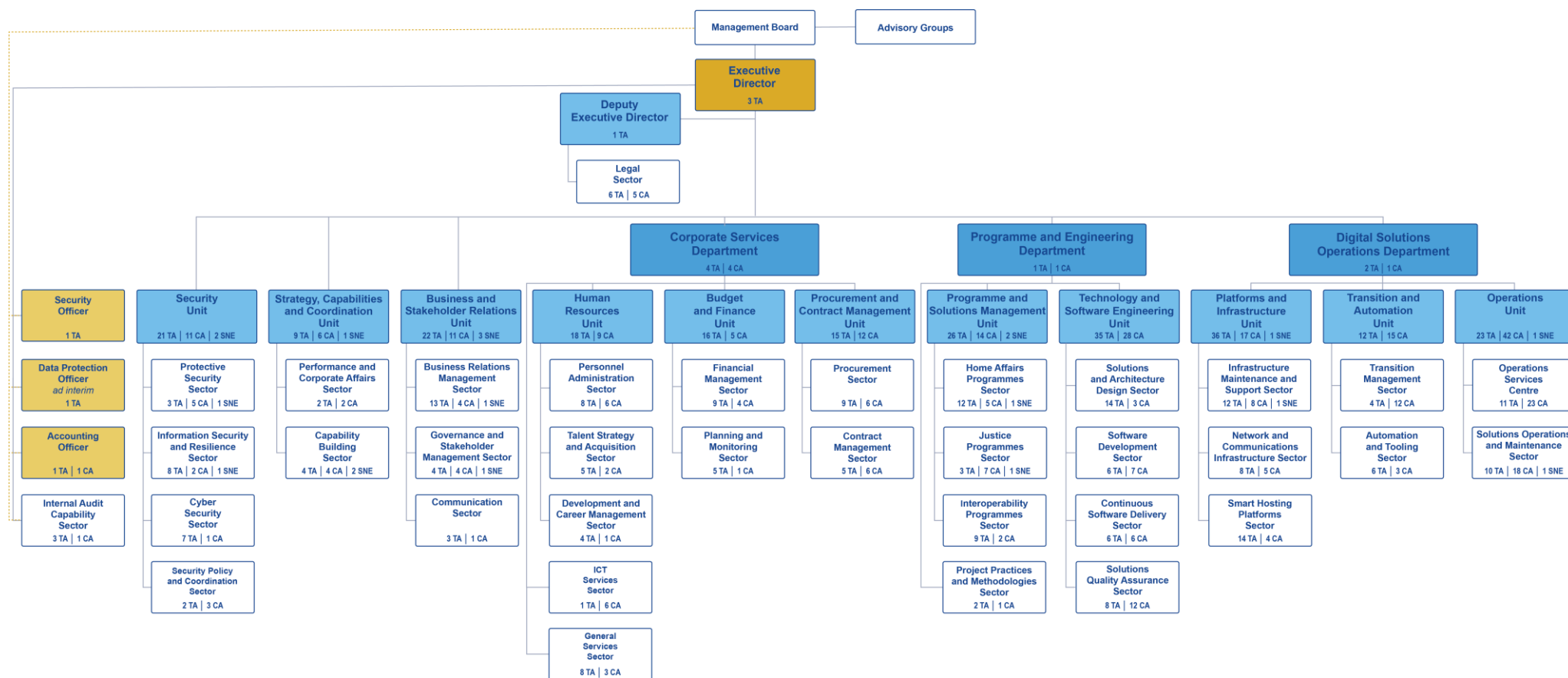
Organisational chart depicts eu-LISA's organisational structure down to sector level, including special functions listed in the establishing Regulation and individual subdivisions that are not part of any unit.

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.⁷¹

On 14 February 2025, the Agency updated its organisational structure to ensure better delivery of mandate and objectives, foster efficiency and enhance compliance – this reorganisation included creation of new sectors focusing on planning and monitoring, project practices and methodologies, and a dedicated sector for Interoperability programmes, to enhance overall planning coordination and fostering the application of the new way of working. In addition, some larger sectors were split in two, e.g. in the Technology and Software Engineering Unit and Human Resources Unit, while others saw their tasks reassigned under other entities, e.g., Liaison Office and Solutions Expertise Hub. The below organisational chart presents the recent status.

⁷¹ Information on published job offers is presented in the section on recruitment policy in Annex V.

▲ Figure 3. Organisational structure



Source: Sysper and organigramme. Reference date: 1 October 2025

▲ Table 6. Staff numbers by unit (per category of staff)⁷²

Legend:  Occupied  Vacant							
Unit/Sector	TA		CA		SNE		Total
							
Functions under Executive Director	57	11	30	5	5	2	110
not applicable	2	-	-	-	-	-	2
Executive Director	1	-	-	-	-	-	1
Security Officer	1	-	-	-	-	-	1
Internal Audit Capability Sector	3	-	1	-	-	-	4
Data Protection Officer	1	-	-	-	-	-	1
Accounting Officer	-	1	1	-	-	-	2
Functions under Deputy Executive Director	3	4	5	-	-	-	12
not applicable	-	-	-	-	-	-	-
Deputy Executive Director	1	-	-	-	-	-	1
Legal sector	2	4	5	-	-	-	11
Security Unit	16	5	11	-	2	-	34
not applicable	-	1	-	-	-	-	1
Protective Security Sector	3	-	5	-	1	-	9
Information Security and Resilience Sector	5	3	2	-	1	-	11
Cyber Security Sector	6	1	1	-	-	-	8
Security Policy and Coordination Sector	2	-	3	-	-	-	5
Strategy, Capabilities and Coordination Unit	9	-	3	3	2	-	17
not applicable	3	-	-	-	-	-	3
Planning and Corporate Affairs Sector	2	-	1	1	-	-	4
Capability Building Sector	4	-	2	2	2	-	10
Business and Stakeholder Relations Unit	21	1	9	2	1	2	36
not applicable	2	-	2	-	-	1	5
Business Relations Management Sector	12	1	3	1	-	1	18
Governance and Stakeholder Management Sector	4	-	3	1	1	-	9
Communication Sector	3	-	1	-	-	-	4
Corporate services Department	53	9	33	6	-	-	101
not applicable	4	-	4	-	-	-	8
ICT Services Sector	-	1	5	1	-	-	7
General Services Sector	7	1	3	-	-	-	11
Human Resources Unit	16	2	8	1	-	-	27
not applicable	1	-	-	-	-	-	1
Personnel Administration Sector	8	-	6	-	-	-	14
Talent Strategy and Acquisition Sector	4	1	1	1	-	-	7
Development and Career Management Sector	3	1	1	-	-	-	5
Budget and Finance Unit	1	3	2	-	-	21	1

⁷² Posts listed in the 'vacant' column and marked with '-', represent short-term CA posts that were either borrowed from another unit, or created at the end of 2023 in order to ensure business continuity by temporary insourcing of external services for which the specific service contract had come to an end and could not be renewed.

not applicable	2	-	-	-	-	-	2
Planning and Monitoring Sector	4	1	1	-	-	-	6
Financial Management Sector	9	-	2	2	-	-	13
Procurement and Contract Management Unit	11	4	10	2	-	-	27
not applicable	1	-	-	-	-	-	1
Procurement Sector	7	2	5	1	-	-	15
Contract Management Sector	3	2	5	1	-	-	11
Programme and Engineering Department	46	18	38	6	2	-	110
not applicable	1	-	1	-	-	-	2
Project Practices and Methodologies Sector	2	-	1	-	-	-	3
Programme and Solutions Management Unit	18	8	12	2	2	-	42
not applicable	1	1	-	-	-	-	2
Home Affairs Programmes Sector	8	4	4	1	1	-	18
Justice Programmes Sector	2	1	6	1	1	-	11
Interoperability Programmes Sector	7	2	2	-	-	-	11
Technology and Software Engineering Unit	25	10	24	4	-	-	63
not applicable	1	-	-	-	-	-	1
Solutions and Architecture Design Sector	9	5	2	1	-	-	17
Software Development Sector	3	3	6	1	-	-	13
Continuous Software Delivery Sector	4	2	4	2	-	-	12
Solutions Quality Assurance Sector	8	-	12	-	-	-	20
Digital Solutions Operations Department	61	12	54	21	2	-	150
not applicable	1	1	1	-	-	-	3
Platforms and Infrastructure Unit	29	7	11	6	1	-	54
not applicable	2	-	-	-	-	-	2
Infrastructure Maintenance and Support Sector	9	3	4	4	1	-	21
Network and Communications Infrastructure Sector	6	2	5	-	-	-	13
Smart Hosting Platforms Sector	12	2	2	2	-	-	18
Transition and Automation Unit	11	1	11	4	-	-	27
not applicable	2	-	-	-	-	-	2
Transition Management Sector	3	1	9	3	-	-	16
Automation and Tooling Sector	6	-	2	1	-	-	9
Operations Unit	20	3	31	11	1	-	66
not applicable	2	-	1	-	-	-	3
Operations Services Centre	11	-	18	5	-	-	34
Solutions Operations and Maintenance Sector	7	3	12	6	1	-	29
Other⁷³	-	2	12	-12	-	-	2
Total	217	52	167	26	9	2	473

Source: Sysper and organigramme. Reference date: 1 October 2025

⁷³ Non/allocated posts/unauthorised short-term posts.

Annex II. Resource allocation per activity⁷⁴

		2026		2027		2028	
Business Area	Multi-annual activities	Budget	FTE	Budget	FTE	Budget*	FTE
Administrative expenditure	HR management	58,541,210	23	59,772,000	23	61,058,040	22
	Budgetary/financial management	698,000	20	738,200	20	793,000	20
	Corporate Services	15,550,370	24	16,141,200	24	17,870,000	24
	Governance	19,000	17	20,000	17	22,000	17
	Legal and corporate horizontal services	416,800	11	451,300	11	485,000	11
	Procurement/contract management	0	27	0	26	0	25
	Security	3,838,330	15	3,916,000	14	3,994,300	14
	Stakeholder management	1,517,800	14	1,574,700	14	1,661,220	14
Administrative expenditure		80,581,510	151	82,613,400	149	85,883,560	147
Infrastructure	Shared Infrastructure	31,059,500	18	32,712,800	18	48,506,718	18
Networks	Network	15,396,490	13	22,369,623	13	36,867,000	12
Home Affairs	Interoperability	60,524,850	33	43,230,000	33	65,035,000	33
	SIS	22,983,400	35	22,681,400	35	25,711,000	35
	VIS	16,574,600	38	30,270,300	40	34,895,000	40
	Eurodac	10,278,400	27	6,815,200	27	20,579,000	20
	EES	30,718,200	24	25,801,000	24	42,837,000	24
	ETIAS	11,321,300	17	9,418,100	17	18,054,000	17
	API-PNR	18,978,300	17	25,290,000	17.5	11,260,000	20
	DTA		0	495,000	2	5,517,000	17.5
	Prüm	1,796,400	6	1,080,000	6	0	6
Home Affairs		173,175,450	197	165,081,000	201.5	223,888,000	212.5
Justice	ECRIS	5,951,700	30	6,284,600	30	5,289,000	29

⁷⁴ Information on staff (FTEs) as indicated from 2027 to 2028 is tentative and subject to further refinement as more detailed information becomes available for planning. Budget estimates for the year 2028 are considered solely for illustrative purposes only and cannot pre-judge the next Multiannual Financial Framework.

		2026		2027		2028	
Business Area	Multi-annual activities	Budget	FTE	Budget	FTE	Budget*	FTE
	e-CODEX	1,790,400	7	2,224,600	7	2,693,000	7
	JITs CP	n/a	10	n/a	10	n/a	10
Justice		7,742,100	47	8,509,200	47	7,982,000	46
Operational Support		11,178,700	51	11,159,781	52	11,482,800	51
Total		319,133,750	477	322,445,804	480.5	414,610,078	486.5

Annex III. Financial resources 2026–2028

Revenues⁷⁵

Revenues	2025	2026
	Revenues estimated by the Agency	Budget forecast
EU contribution	291,117,820	317,734,302
Other revenue	26,290,624	0
Total revenues	317,408,444	317,734,302

General revenues

	2024 ⁷⁶	2025	2026				EUR million
	Budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast	VAR 2026/2025	Envisaged 2027	Envisaged 2028
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	260.110	291.118	317.734		1.091	365.967	414.610
<i>of which assigned revenues deriving from previous years' surpluses</i>	26.282	1.108	1.963		1.772		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	23.017	26.291	-				
<i>of which EFTA</i>	23.017	26.291	-				
<i>of which Candidate Countries</i>							
4 OTHER CONTRIBUTIONS	3.608	4.116	3.080		0.748	3.080	0.000
<i>of which delegation agreement, ad hoc grants</i>	3.608	4.116	3.080		0.748	3.080	0.000
5 ADMINISTRATIVE OPERATIONS	0.486	0.002					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTIONS OF BUDGETARY IMBALANCES							
TOTAL REVENUES	287.221	321.526	320.814		0.998	369.047	414.610

Additional EU funding: grant, contribution and service-level agreements

							EUR million
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⁷⁵ Excluding assigned revenue from contribution agreements

⁷⁶ Executed budget.

	Executed	Estimated by the Agency	2026		VAR	Envisaged	Envisaged
	2024	2025	Agency request	Budget forecast	2025/2024 (%)	2027	2028
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	3.608	4.116	3.08		0.748	3.08	
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL	3.608	4.116	3.08	0	0.748	3.08	0

Expenditure⁷⁷

	2025		2026	EUR million
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	58.381	58.381	58.575	58.575
Title 2	36.609	36.609	22.006	22.006
Title 3	242.285	222.421	238.552	237.153
Total expenditure	337.274	317.410	319.134	317.734

Commitment Appropriations

			Draft Budget 2026				EUR million
	Budget 2024	Budget 2025	Agency request	Budget Forecast	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Title 1 Staff Expenditure	45.662	58.381	58.575		100.33%	59.932	61.230
Salaries & allowances	41.991	53.784	55.100		102.45%	56.202	57.326
- of which establishment plan posts	27.389	39.793	36.400		91.47%	37.128	37.871
- of which external personnel	14.602	13.991	18.700		133.66%	19.074	19.455
Expenditure relating to Staff recruitment	0.288	0.840	0.255		30.39%	0.286	0.308
Mission expenses	0.633	0.560	0.491		87.67%	0.626	0.673

⁷⁷ Excluding assigned revenue from contribution agreements.

			Draft Budget 2026				EUR million
	Budget 2024	Budget 2025	Agency request	Budget Forecast	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Socio-medical infrastructure	2.240	1.897	2.234		117.76%	2.312	2.380
Training	0.510	1.300	0.495		38.08%	0.505	0.543
Title 2 Infrastructure and operating expenditure	24.098	36.609	22.006		60.11%	22.682	24.654
Rental of buildings and associated costs	5.344	11.996	4.742		39.53%	4.837	5.194
Information and communication technology	5.072	7.059	4.014		56.87%	4.222	5.384
Movable property and associated costs	0.657	0.950	0.613		64.47%	0.652	0.701
Current administrative expenditure	1.678	1.776	1.572		88.51%	1.656	1.779
Meeting expenses	0.387	0.813	0.716		88.11%	0.731	0.755
Information and Publications	0.853	1.450	0.802		55.28%	0.844	0.906
External Support Services	7.544	8.706	5.709		65.58%	5.824	5.940
Security	2.563	3.859	3.838		99.46%	3.916	3.994
Title 3 Operational expenditure	261.131	242.285	238.552		98.46%	239.832	328.727
Infrastructure	46.316	55.973	46.456		83.00%	55.082	85.374
HOME Affairs	195.794	164.637	173.175		105.19%	165.081	223.888
Justice	6.041	5.752	7.742		134.60%	8.509	7.982
Operational support activities	12.981	15.923	11.179		70.20%	11.160	11.483
Support to MS and EC	0.000	0.000	0.000			0.000	0.000
TOTAL	330.892	337.274	319.134		94.62%	322.446	414.610

Payment Appropriations⁷⁸

			Draft Budget 2026				EUR million
	Budget 2024 ⁷⁹	Budget 2025	Agency request	Budget Forecast	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Title 1 Staff Expenditure	45.662	58.381	58.575		100.33%	59.932	61.230

⁷⁸ Excluding assigned revenue from contribution agreements, further details provided in Annex XI.

⁷⁹ Executed budget.

			Draft Budget 2026				EUR million
	Budget 2024 ⁷⁹	Budget 2025	Agency request	Budget Forecast	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Salaries & allowances	41.991	53.784	55.100		102.45%	56.202	57.326
- of which establishment plan posts	27.389	39.793	36.400		91.47%	37.128	37.871
- of which external personnel	14.602	13.991	18.700		133.66%	19.074	19.455
Expenditure relating to Staff recruitment	0.288	0.840	0.255		30.39%	0.286	0.308
Mission expenses	0.633	0.560	0.491		87.67%	0.626	0.673
Socio-medical infrastructure	2.240	1.897	2.234		117.76%	2.312	2.380
Training	0.510	1.300	0.495		38.08%	0.505	0.543
Title 2 Infrastructure and operating expenditure	24.098	36.609	22.006		60.11%	22.682	24.654
Rental of buildings and associated costs	5.344	11.996	4.742		39.53%	4.837	5.194
Information and communication technology	5.072	7.059	4.014		56.87%	4.222	5.384
Movable property and associated costs	0.657	0.950	0.613		64.47%	0.652	0.701
Current administrative expenditure	1.678	1.776	1.572		88.51%	1.656	1.779
Meeting expenses	0.387	0.813	0.716		88.11%	0.731	0.755
Information and Publications	0.853	1.450	0.802		55.28%	0.844	0.906
External Support Services	7.544	8.706	5.709		65.58%	5.824	5.940
Security	2.563	3.859	3.838		99.46%	3.916	3.994
Title 3 Operational expenditure	213.853	222.421	237.153		106.62%	283.354	328.727
Infrastructure	47.277	41.103	46.533		113.21%	57.566	85.374
HOME Affairs	151.332	159.908	171.470		107.23%	204.850	223.888
Justice	4.827	5.487	6.549		119.35%	9.615	7.982
Operational support activities	10.417	15.923	12.601		79.14%	11.323	11.483
Support to MS and EC	0.000	0.000	0.000			0.000	0.000
TOTAL	283.613	317.410	317.734		100.10%	365.967	414.610

Budget outturn and cancellation of appropriations

			EUR million
Budget outturn	2022	2023	2024
Revenue actually received (+)	338.652	315.600	287.221
Payments made (-)	-257.099	-280.676	-265.430
Carry-over of appropriations (-)	-73.061	-93.314	-101.822
Cancellation of appropriations carried over (+)	1.246	0.813	1.913
Adjustment for carry over of assigned revenue appropriations from previous year (+)	16.550	58.685	80.081
Exchange rate differences (+/-)	-0.006	-0.000	-0.000
Adjustment for negative balance from previous year (-)	3.076	26.282	1.108
Total	26.282	1.108	1.963

Annex IV. Human resources: quantitative analysis

This Annex provides an overview of all staff categories and their evolution, as well as staff planning for the years 2026-2028.

Staff population, evolution and overview of all staff categories

A. Statutory staff and seconded national experts

The evolution of eu-LISA staff considers authorised posts based on adopted regulations and expected new posts as envisaged in the Commission's proposals for new systems (e.g., DTA).

▲ Table 7. Staff population and evolution across all categories

							in FTE
STAFF	2024			2025	2026	2027	2028
Establishment plan posts ⁸⁰	Authorised	Actually filled as at 31.12.2024	Occupancy rate (%) ⁸¹	Authorised	Envisaged	Envisaged	Envisaged
Administrators (AD)	186	161	86.56%	216	219 ⁸²	221	223
Assistants (AST)	53	51	96.23%	53	53	53	53
Assistants/Secretaries (AST/SC)	0	0	0.00%	0	0	0	0
Total establishment plan posts	239	212	88.70%	269	272	274	276
External staff ⁸³	Authorised	Executed as at 31.12.2024	Execution rate (%)	Headcount as at 31.12.2024	Authorised 2025	Envisaged 2026	Envisaged 2027
Contract Agents (CA)	171	151.8	88.77%	154	193	194 ⁸⁴	195.5
Seconded National Experts (SNE)	11	9.1	82.73%	9	11	11	11
Total external staff	182	160.9	88.41%	163	204	208	206.5
TOTAL STAFF	421	372.9	88.57%	375	473	477	480.5

B. Additional staff expected to be financed from grant, contribution or service-level agreements

Until the end of 2028, eu-LISA will finance several external posts (CA) through the Contribution Agreement related to the development and subsequent maintenance of the JITs collaboration platform.

▲ Table 8. Staff expected to be financed from JITs CP contribution agreement

Envisaged additional staff	2025	2026	2027	2028
contract agents (CA)	-	2	2	2

⁸⁰ TAs are statutory staff performing tasks related to the Agency's core mandate and such tasks cannot be outsourced.

⁸¹ Occupancy rate takes into account only the authorised posts and staff employed as at 31 December 2024. For a more detailed overview, please refer to Annex V, incl. a breakdown of authorised posts, issued job offers and posts available for recruitment.

⁸² This number includes reduction of one TA post for VIS Recast as agreed with the European Commission.

⁸³ CAs usually work on specific projects for a fixed term, or to cover temporary gaps during long-term absences or increased workload for limited periods. SNEs are sent to eu-LISA by EU Member State national authorities for specialised tasks to ensure the alignment of the Agency's operations and services with the needs of end-users.

⁸⁴ This number includes reduction of three CA post for VIS Recast as agreed with the European Commission.

Envisaged additional staff	2025	2026	2027	2028
temporary agents (TA) ⁸⁵	8	8	8	8
seconded national experts (SNE)	-	-	-	-
TOTAL	8	10	10	10

C. Other human resources

Structural service providers⁸⁶

eu-LISA continues to use structural service providers (external support) to deliver services or projects that the Agency was not able to cover with statutory staff due to insufficient human or budgetary resources, specialised qualifications required, or knowledge that was not available internally.

The Agency currently has one principal framework contract for the provision of external assistance to eu-LISA (LISA-2022-OP-04; EXTRA-NG); enabling eu-LISA to source structural services depending on the nature of the outsourced tasks or activities.

In addition, the Agency can also source structural service providers with specialised expertise. For this purpose, the Transversal Engineering Framework Contract (LISA-2019-OP-01; TEF) designed for the provision of design, development, infrastructure, and testing service; and the Transversal Operations Framework Contract (LISA-2021-OP-03; TOF) designed for the monitoring and maintenance of applications, platforms, and infrastructure are currently used to address such specific needs for specialised expertise.

▲ Table 9. External support services

Framework contract (FWC)	FWC duration	Structural Service Providers: Contract type	Contract profile categories	Actually in place as at 31.12.2024
LISA/2022/OP04				
LOT1: ICT consultancy services	4 years (2023–2027)	TM (time and means)	ICT consultancy services	64
		QTM (quoted time and means)		20
		fixed price		0
LOT2: non-ICT consultancy services	4 years (2023–2027)	TM	non-ICT consultancy services	0
		QTM		59
		fixed price		0
LISA/2019/OP01				
LOT1: design, quality and integration support	6 years (2020–2026)	QTM	design, quality and integration consultancy services	42
Total				185

In planning work to be performed by the structural service providers, the Agency will consider its operational and horizontal needs, and the available budget making use of the signed framework contracts.

Interim workers

The Agency contracts interim workers for short-term tasks or to replace staff who have taken long-term leave or another type of absence (e.g., invalidity). Depending on the nature of the post, eu-LISA uses either a framework contract for interim workers or recruits contract agents (CA) for a fixed or a limited period.

⁸⁵ The SPD template does not provide a row for temporary staff (TA); a row has been added in this document, as these posts will be financed from the JI's CP contribution agreement.

⁸⁶ At eu-LISA, other human resources are contracted by private companies and carry out specialised outsourced tasks of a horizontal/support nature or related to the ICT and non-ICT consultancy services. The following general criteria should be fulfilled: 1) no individual contract 2) on premises, usually with a PC and desk 3) administratively followed (badge, etc) and 4) providing added value.

▲ Table 10. Interim workers 2024

Interim workers	FTE
2024	2
TOTAL	2

Multiannual staff policy plan

eu-LISA multiannual staff policy plan includes temporary staff (temporary agents, TA, Table 11) and external personnel (contract agents, CA, and the seconded national experts, SNE Table 13) planned by the Agency and authorised under the EU budgetary procedure.

The multiannual policy plan for staff and external personnel is aligned with the Agency's establishment plan and takes into consideration:

- an increase of staff related to recently adopted Regulations establishing new systems and digital solutions, e.g., API-PNR router, the new Eurodac, Screening Regulations and the Commission proposal related to the EU Digital Travel application,
- changes across staff grades in each function group due to estimated reclassification.

Staff

▲ Table 11. Establishment plan for 2025–2028

Function group and grade	2024				2025		2026		2027		2028	
	Authorised (i.e., permanent and temporary)		Actually filled as at 31.12.2024		Authorised		Envisaged		Envisaged		Envisaged	
	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.
AD 16		0		0		0		0		0		0
AD 15		0		0		0		0		0		0
AD 14		2		1		2		2		2		2
AD 13		3		1		3		3		3		3
AD 12		4		4		5		5		5		5
AD 11		11		3		10		10		10		10
AD 10		13		9		15		12		12		12
AD 9		27		17		26		30		30		30
AD 8		41		25		32		33		33		33
AD 7		11		27		16		37		37		37
AD 6		52		25		51		45		45		45
AD 5		22		49		56		42 ⁸⁷		44		46
AD		186		161		216		219		221		223
AST 11		0		0		0		0		0		0
AST 10		0		0		0		0		0		0
AST 9		1		1		1		1		1		1
AST 8		5		2		6		4		4		4
AST 7		8		5		10		9		9		9
AST 6		12		11		12		10		10		10

⁸⁷ One post was removed as a correction of the planning for VIS Recast agreed with the Commission.

Function group and grade	2024				2025		2026		2027		2028	
	Authorised (i.e., permanent and temporary)		Actually filled as at 31.12.2024		Authorised		Envisaged		Envisaged		Envisaged	
	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.
AST 5		10		12		9		10		10		10
AST 4		15		6		11		9		9		9
AST 3		2		14		4		10		10		10
AST 2		0		0		0		0		0		0
AST 1		0		0		0		0		0		0
AST		53		51		53		53		53		53
AST/SC 6		0		0		0		0		0		0
AST/SC 5		0		0		0		0		0		0
AST/SC 4		0		0		0		0		0		0
AST/SC 3		0		0		0		0		0		0
AST/SC 2		0		0		0		0		0		0
AST/SC 1		0		0		0		0		0		0
AST/SC		0		0		0		0		0		0
Total		239		212		269		272		274		276

External personnel

Contract Agents

▲ Table 12. Contract agents for 2024–2028

							In FTE
CONTRACT AGENTS	2024			2025	2026	2027	2028
	Authorised	Executed as at 31.12.2024	Headcount as at 31.12.2024	Authorised	Authorised	Authorised	Authorised
Function Group IV	114	100	99	136	136	136.5	141
Function Group III	56	50.2	54	56	57	58	58
Function Group II	1	1.6	1	1	1	1	1
Function Group I	0	0	0	0	0	0	0
TOTAL	171	151.8	154	193	194	195.5	199.5

Seconded national experts

▲ Table 13. Seconded national experts in the years 2024–2028

							In FTE
SECONDED NATIONAL EXPERTS	2024			2025	2026	2027	2028
	Authorised	Executed as at 31.12.2024	Headcount as at 31.12.2024	Authorised	Authorised	Authorised	Authorised
	11	9.1	9	11	11	11	11
TOTAL	11	9.1	9	11	11	11	11

⁸⁸ This number includes reduction of three CA post for VIS Recast as agreed with the European Commission.

Recruitment forecasts

The Agency's recruitment forecast includes staff replacements due to turnover or retirement and additional staff for 2026 based on Commission proposals, in case eu-LISA is unable to conclude respective selection procedures before the end of 2025.

▲ Table 14. Recruitment forecasts 2026 (following retirement/mobility or new requested posts)

JOB TITLE	Contract type (official, TA or CA)		Official/TA Function group/grade of recruitment internal and external (single grade) foreseen for publication		CA Recruitment Function Group (I, II, III or IV)
	Foreseen retirement/ mobility	New post due to additional tasks	Internal	External	
Policy Officer		Eurodac	N/A	N/A	FG IV
IT Officer: Network and Communications Infrastructure		Eurodac	N/A	N/A	FG IV
IT Officer: Solutions Operations and Maintenance		Eurodac	N/A	N/A	FG IV
Release & Change Management		Prüm II	AD5-AD7	TA AD5	
Security Management		Prüm II	AD5-AD7	TA AD5	
Product Owner		Prüm II	AD5-AD7	TA AD5	
EU VAP development + operations		EU VAP	AD5-AD7	TA AD5	
EU VAP development + operations		EU VAP	N/A	N/A	FG IV
Training MS		EU VAP	AD5-AD7	TA AD5	
1st level support operator (24x7)		JITs CP	N/A	N/A	FG IV
2nd level support administrator (24x7)		JITs CP	N/A	N/A	FG IV
Head of Unit		API-PNR	AD9-AD10	TA AD9	

Number of inter-agency mobility 2025 from and to the Agency

eu-LISA takes part in staff exchange programme coordinated by the European Union Agencies Network (EUAN), which fosters cooperation and exchange of the best practices through the short-term staff exchange between participating agencies.

Mobility also occurs when staff members change jobs and join other EU agencies after leaving eu-LISA. Several such instances are expected to occur in 2025; however, this is not deemed to be planned inter-agency mobility.

Annex V. Human resources: qualitative analysis

This Annex presents a brief overview of eu-LISA's staff and recruitment policy.

A. Recruitment policy

The Agency's recruitment policy complies with the Conditions of Employment of Other Servants of the EU (CEOS), particularly the implementing rules to the Staff Regulations of Officials of the EU regulating selection procedures, entry grades for different categories, employment type/duration, and job profiles for staff and external personnel.

▲ Table 15. Implementing rules for recruitment

		Yes	No	If no, which other implementing rules are in place
CA engagement	Model Decision C(2019)3016	yes		
TA engagement	Model Decision C(2015)1509	yes		
Middle management	Model decision C(2018)2542	yes		
Type of posts	Model Decision C(2018)8800	yes		

The eu-LISA recruitment policy has not changed in the recent years. The Agency continues its efforts to meet the recruitment targets.

▲ Table 16. Overview of recruitment targets and progress

TA				Total (TA, CA and SNE)			
Establishment plan 2024	Posts filled as at 31.12.2024	Posts filled (incl. issued job offers)	Occupancy (without job offers / incl. job offers)	Authorised in 2024	Posts filled as at 31.12.2024	Posts filled (incl. issued job offers)	Occupancy (without job offers / incl. job offers)
228 ⁸⁹	212	218	92.9% / 95.6%	401	375	389	93.5% / 97.0%
239 ⁹⁰	212	218	88.7% / 91.2%	421	375	389	89.1% / 92.4%
Reference: 31 December 2024							

As highlighted in Chapter 2.1.1. Human Resources, an increase of establishment plan occurring at the end of the year has negatively impacted eu-LISA's occupancy rate, which could have been higher based on the original establishment plan authorised in 2023.

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, when internal candidates have been selected.

Moreover, the Agency needs to insource previously outsourced capabilities (e.g., software engineering, solutions expertise, project and product management) and increase the number of staff to manage external support contracts. This requires regular revision of the recruitment plan and adjustments to address urgent priorities.

In 2024, the Agency renewed 6 TA contracts and 1 CA contract for an indefinite and extended 18 TA and 27 CA contracts for another fixed term.

The Agency will continue efforts to meet its recruitment targets (see Table 16 above) and attract the most promising talents by:

- strengthening its employer brand and value proposition by strategically leveraging social media to promote vacancies and its employer branding, as well as using specialised employment platforms for promoting highly technical roles;

⁸⁹ As per 2024 establishment plan authorised in 2023.

⁹⁰ As per amended 2024 establishment plan, adopted in November 2024.

- enhancing recruitment efficiency by grouping similar profiles into broader selection procedures enabling the establishment of extended talent pools while also optimising the use of existing reserve lists by matching candidates' transferable skills with available vacancies.

B. Appraisal of performance and reclassification/promotions

The Agency's appraisal and reclassification exercises are governed by implementing rules laying down general provisions in line with the Staff Regulations of Officials of the EU.

▲ **Table 17. Implementing rules for performance appraisal and reclassification/promotions**

		Yes	No	If no, which other implementing rules are in place
TA appraisal	Model Decision C(2015)1513	yes		
CA appraisal	Model Decision C(2015)1456	yes		
TA reclassification	Model Decision C(2015)9560	yes		
CA reclassification	Model Decision C(2015)9561	yes		

In 2023, the Agency adopted a fully qualitative assessment method for both the appraisal and reclassification exercise. The 2024 appraisal exercise was closed on 15 April 2024 and the reclassification decision was adopted on 6 December 2024.

According to the decision of the Appointing Authority, a total of 30 staff members were reclassified in 2024 after carrying out a final comparison of merits and taking into account the recommendations made by the Joint Reclassification Committee, the multiplication rates for guiding average career equivalence as described in Annex II of the decisions No 2016-016 and No 2016-017 of the eu-LISA Management Board, the establishment plan and the budgetary resources available.

Compared to 2023, the Agency reclassified more staff members overall. The Agency has significantly improved compliance with the required average seniority in grade over 5 years compared to previous years, in line with the Commission's recommendations, and is striving to achieve full compliance going forward. Further details are presented in the tables below.

▲ **Table 18. Reclassification of temporary agents/promotion of officials**

Grades ⁹¹	Average seniority in the grade among reclassified staff						
	2021	2022	2023	2024	2025	Actual average over 5 years ⁹²	Average over 5 years (as per decision C(2015)9563)
AD05	2.0	2.2	3.6	3.4	n/a	2.6	2.8
AD06	2.7	2.7	2.9	3.3	n/a	2.9	2.8
AD07	2.7	4.0	3.1	5.0	n/a	3.4	2.8
AD08	2.0	3.0	2.9	4.5	n/a	3.2	3
AD09	1.8	2.4		5.0	n/a	2.9	4
AD10*				5.0	n/a	4.0	4
AD11					n/a	n/a	4
AD12					n/a	n/a	6.7
AD13					n/a	n/a	6.7
AST1					n/a	n/a	3
AST2					n/a	n/a	3

⁹¹ As per Annex 2 of eu-LISA Management Board decision No 2016-016 of 15 March 2016 laying down general implementing provisions for temporary staff, as per Article 54 of the Conditions of Employment of Other Servants of the EU (CEOS), the actual average may be lower than required in grades where the number of reclassifications over a five-year reference period is equal to or less than three ('small group'). The grades concerned are marked with an asterisk (*).

⁹² The calculation of the 5-year average is based on available data for the period 2020-2024.

	Average seniority in the grade among reclassified staff						
Grades ⁹¹	2021	2022	2023	2024	2025	Actual average over 5 years ⁹²	Average over 5 years (as per decision C(2015)9563)
AST3*				3.3	n/a	3.3	3
AST4	4.0	3.0		10.8	n/a	5.0	3
AST5	3.7	3.0			n/a	3.3	4
AST6*	5.0			6.0	n/a	5.5	4
AST7*			5.0		n/a	5.0	4
AST8					n/a	n/a	4
AST9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
AST10	n/a	n/a	n/a	n/a	n/a	n/a	5
AST/SC1	n/a	n/a	n/a	n/a	n/a	n/a	4
AST/SC2	n/a	n/a	n/a	n/a	n/a	n/a	5
AST/SC3	n/a	n/a	n/a	n/a	n/a	n/a	5.9
AST/SC4	n/a	n/a	n/a	n/a	n/a	n/a	6.7
AST/SC5	n/a	n/a	n/a	n/a	n/a	n/a	8.3

▲ Table 19. Reclassification of contract staff

Function group	Grade	Staff in activity as at 01.01.2023	No of reclassified staff members in 2024	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members (as per decision C(2015)9561)
CA IV	18	1	0	n/a	not applicable
	17	4	0	n/a	between 6 and 10 years
	16	13	0	n/a	between 5 and 7 years
	15	12	1	5.0	between 4 and 6 years
	14	38	5	3.4	between 3 and 5 years
	13	7	2	3.4	between 3 and 5 years
CA III	11	0	0	n/a	between 6 and 10 years
	10	19	0	n/a	between 5 and 7 years
	9	22	1	4.5	between 4 and 6 years
	8	4	0	n/a	between 3 and 5 years
CA II	6	0	0	n/a	between 6 and 10 years
	5	2	0	n/a	between 5 and 7 years
	4	0	0	n/a	between 3 and 5 years
CA I	2	0	0	n/a	between 6 and 10 years
	1	0	0	n/a	between 3 and 5 years

C. Gender representation

The Agency remains committed to ensuring equal opportunities to all applicants throughout the recruitment process, from the composition of selection panels to the number of candidates interviewed, ultimately selecting the most suitable candidates for each position based on their merits and requirements of the position. The Agency adopted the EUAN Charter on Diversity and Inclusion and prepared an accompanying action plan that builds on existing initiatives addressing, among others, the gender balance.

In the past years, eu-LISA has observed a positive trend compared to earlier years, and it benefits from a compounding effect. However, in 2024 was a slight decrease as the increasing number of posts is not accompanied by more applications from the underrepresented gender. Additionally, several female staff resigned during the year.

	2020	2021	2022	2023	2024
Female representation	30.30%	30.70%	31.90%	34.50%	34.15%
Change		▲0.40%	▲1.20%	▲2.60%	▼0.35%
Female managers	21.40%				27.27%
Change					

Although gender disparity is prevalent throughout the ICT industry, the Agency keeps working towards achieving gender balance in order to increase the number of female applicants, by:

- attending industry fairs and circulating vacancy notices on dedicated forums.
- continuing with a transversal working group for attracting diverse candidates to tackle the root cause and implement longstanding solutions to increase the diversity of the candidate pipeline.
- organising and hosting a dedicated workshop aimed at fostering partnerships among EU institutions and bodies, while exploring strategies to ensure diversity across multiple dimensions within various managerial levels.

▲ **Table 20. Gender representation of statutory staff (only officials, TA and CA)**

		Officials		TA		CA		Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female		n/a	n/a	59	27.83%	66	42.86%	125	34.15%
	Administrator level (AD)	n/a	n/a	39	18.40%	37	24.03%	76	20.77%
	Assistant level (AST & AST/SC)	n/a	n/a	20	9.43%	29	18.83%	49	13.39%
Male		n/a	n/a	153	72.17%	88	57.14%	241	65.85%
	Administrator level (AD)	n/a	n/a	122	57.55%	62	40.26%	184	50.27%
	Assistant level (AST & AST/SC)	n/a	n/a	31	14.62%	26	16.88%	57	15.57%
Total				212	100%	154	100%	366	100%

Reference date: 31 December 2024

▲ **Table 21. Gender evolution of middle and senior management over 5 years⁹³**

	2020		2024	
	Number	%	Number	%
Female managers	3	21.43%	3	27.27%
Male managers	11	78.57%	8	72.73%
Total	14	100%	11	100%

Reference date: 31 December 2024

D. Geographical balance

The Agency believes that broad geographical representation among its staff fosters cultural diversity and mutual exchange. In 2024, the Agency's staff comprises individuals representing **23 nationalities**: 22 EU member states and the United Kingdom.

In its recruitment efforts, the Agency focuses on ensuring a balanced representation of EU Member State nationals among its staff. As the Agency's headquarters are in Estonia and operation 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, we strive to enhance diversity, by encouraging participation of the under-represented nationalities in the selection process and considering the nationality when selecting suitable candidates from available reserve lists.

⁹³ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.

▲ Table 22. Geographical balance of statutory staff only (officials, TA and CA)

Staff categories	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		Total	
Nationality	Number	% of total staff members in categories	Number	% of total staff members in categories	Number	% of total staff
Austria (AT)	1	0.27%	1	0.27%	2	0.55%
Belgium (BE)	8	2.19%	5	1.37%	13	3.55%
Bulgaria (BG)	8	2.19%	2	0.55%	10	2.73%
Croatia (HR)	3	0.82%	0	0.0%	3	0.82%
Cyprus (CY)	0	0.0%	0	0.0%	0	0.0%
Czech Republic (CZ)	2	0.55%	2	0.55%	4	1.09%
Denmark (DK)	0	0.0%	0	0.0%	0	0.0%
Estonia (EE)	11	3.01%	21	5.74%	32	8.74%
Finland (FI)	2	0.55%	0	0.0%	2	0.55%
France (FR)	63	17.21%	17	4.64%	80	21.86%
Germany (DE)	9	2.46%	2	0.55%	11	3.01%
Greece (EL)	34	9.29%	9	2.46%	43	11.75%
Hungary (HU)	6	1.64%	4	1.09%	10	2.73%
Ireland (IE)	3	0.82%	1	0.27%	4	1.09%
Italy (IT)	24	6.56%	7	1.91%	31	8.47%
Latvia (LV)	4	1.09%	4	1.09%	8	2.19%
Lithuania (LT)	4	1.09%	4	1.09%	8	2.19%
Luxembourg (LU)	0	0.0%	0	0.0%	0	0.0%
Malta (MT)	0	0.0%	0	0.0%	0	0.0%
Netherlands (NL)	2	0.55%	1	0.27%	3	0.82%
Poland (PL)	11	3.01%	5	1.37%	16	4.37%
Portugal (PT)	4	1.09%	5	1.37%	9	2.46%
Romania (RO)	38	10.38%	6	1.64%	44	12.02%
Slovakia (SK)	2	0.55%	0	0.0%	2	0.55%
Slovenia (SI)	3	0.82%	1	0.27%	4	1.09%
Spain (ES)	18	4.92%	8	2.19%	26	7.10%
Sweden (SE)	0	0.0%	0	0.0%	0	0.0%
United Kingdom (UK)	0	0.0%	1	0.27%	1	0.27%
TOTAL	260	71.04%	106	28.96%	366	100%

Reference date: 31 December 2024

The French remain the largest nationality group because at the time of eu-LISA's establishment, the French national authorities transferred part of their IT personnel to the Agency, who joined eu-LISA through the official competition procedure for highly specialised posts.

▲ Table 23. Most represented nationality evolution over 5 years

	2020		2024	
	Number	%	Number	%
France (FR)	50	18.90%	80	21.86%

	2020		2024	
	Number	%	Number	%
Reference date: 31 December 2024				

E. Schooling

The EU Member States hosting eu-LISA must provide the necessary conditions to ensure the Agency's proper functioning, incl. multilingual and European-oriented schooling for the staff's children and appropriate transport connections. Both locations offer other possibilities for obtaining an education based on an international or recognised national curriculum in the international sections of the city's secondary schools and international colleges. In 2024, 29 children of eu-LISA staff attended the European School in Tallinn and 121 in Strasbourg. With the Agency's continued growth in staff numbers, the budget for the contribution towards the European Schools will increase in concurrency.

eu-LISA also offers a nursery allowance for staff whose children are less than five years old and for whom the European Schools cannot provide any care. The support scheme enables the reimbursement of childcare costs at kindergartens or nurseries up to a certain ceiling. This initiative has received a positive response from incoming staff. To align with the recommendation of the European Commission, the Agency is in a process of reviewing the way this support is offered to better align with the legal and financial framework. In 2024, 19 staff members used nursery services for 20 children.

Agreement in place with the European School(s)	Tallinn	Strasbourg
Contribution agreements signed with the EC on type I European schools	No	No
Contribution agreements signed with the EC on type II European schools	Yes	Yes
Number of service contracts in place with international schools:	No agreements signed	
Description of any other solutions or actions in place:	Attendance of national or private schools in Tallinn and Strasbourg and obtaining education allowance to cover the respective costs.	

Annex VI. Environmental management

The impact of environmental issues on organisational performance is continuously increasing, and over time, the systematic identification and correction of detected shortcomings will lead to better environmental (and overall organisational) performance. In line with the European Union’s Green Deal objectives and the Agency’s responsibility to act as a sustainable public administration, the Agency pursues measures to reduce its environmental footprint.

Environmental management system

The Agency is committed to improving its environmental performance by implementing an internal Environmental Management System (EMS) based on the principles of the **EU’s Eco-Management and Audit Scheme** (EMAS),⁹⁴ and the Commission’s European Green Deal Action Plan.⁹⁵ In April 2025, eu-LISA was officially awarded the **EMAS certificate** (valid until April 2028), confirming good level of its environmental management system, which has 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.

To raise awareness about its environmental performance, the Agency will continue to publish its **environmental statement report** and a **factsheet on carbon footprint** results. These reports will outline eu-LISA’s progress with its environmental objectives, detailing both past actions and measures, as well as target-setting for the future. These reports are published on eu-LISA’s website.

Carbon footprint

eu-LISA has been monitoring and recording its CO₂ emissions since 2020. In 2024, the Agency significantly improved its calculations by using the Bilan Carbone methodology⁹⁶. 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 line with the EU Agencies Network (EUAN) Charter on the reduction of GHG emissions and responsible environmental management.

Carbon footprint indicator	2023	2024	2025
lower CO ₂ emissions compared to last year	3507 tCO ₂ eq	3781 tCO ₂ eq	

Source: Environmental statement

Energy efficiency

The Agency will continue implementing green infrastructure and building initiatives, integrating energy-efficient design and long-term environmental considerations. The Agency continues with promoting the use of green electricity and, district heating, which are coming from renewable energy (more than 97% across all sites in 2024).

Since 2023, the Agency has also implemented a **sobriety action plan** to contribute to the EU’s 2030 energy efficiency targets (reduction of primary and final energy consumption).⁹⁷ The plan aims for the energy savings through improving the Agency’s heating and cooling systems.

Moreover, the Agency has also put together an action plan to ensure compliance with necessary **environmental and energy efficiency standards** in compliance with applicable EU law⁹⁸. As a short-term solution, eu-LISA is working towards enabling a more efficient use of its existing cooling infrastructure and introduced a demo for an immersive cooling system at CU. Moreover, by 2026, the Agency will finalise a study for a mid-term solution based on geothermy to reduce its overall power usage effectiveness (PUE). With these solutions, the Agency expects reduce PUE between 5–7% as well as increase system availability and gain additional cooling power.

Main objectives for 2026–2027

- **Improving energy efficiency of eu-LISA’s buildings and data centres:** continuous monitoring

⁹⁴ For more, please visit the Commission’s dedicated website on the Eco-Management and Audit Scheme (EMAS).

⁹⁵ For more, please visit the Commission’s dedicated website on the European Green Deal.

⁹⁶ 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.

⁹⁷ For more, please visit the Commission’s dedicated website on Energy Efficiency Targets.

⁹⁸ Directive (EU) 2018/2001 of 11 December 2018 on the promotion of the use of energy from renewable sources.

relevant performance indicators and defining efficient actions to address discrepancies.

- **Applying Green Public Procurement strategy:** strengthening integration of EU Green Public Procurement (GPP) criteria and requirements on environmental aspects in 100% of new procurement procedures related to priority markets defined in the eu-LISA GPP policy.
- **Preventing, sorting and recycling waste:** maintaining 90% of recovery waste rate in all sites.
- **Reducing CO₂ emissions through greener travel policies with 80% of missions respecting greening rules:** promoting videoconferencing as default option, optimising the organisation of missions (incl. limiting number of staff from same sector to go to the mission and the same time), and decreasing environmental impact of travel.
- **Preserving natural resources and preventing pollution:** promoting digital work environment, integrating environmental considerations in all activities and projects (incl. hosting sustainable and green meetings and events), donating unused materials (e.g., furniture and hardware) and keeping recovery rate over 60%.
- **Raising awareness and improving environmental culture:** Three awareness sessions each year to provide adequate information, instructions and training to all employees and service providers as well as continuous promotions of sustainable mobility and eco-conscious commuting.

Annex VII. Building policy

The Agency's current building approach sets that the operational site in Strasbourg due its critical infrastructure status will focus on technical aspects and gradually expand to accommodate new data centre capacities, whereas the backup site in Austria will retain its backup role. In Strasbourg, office spaces on operational site will prioritise teams needing on-site work for operational management and administrative work will be done from leased office.

The Agency has identified and implemented temporary solutions to address both space shortage and immediate capacity needs until the finalisation of the postponed operational site extension project due budget limitations:

- To accommodate increased DC capacity and space demands due to the development and operational management of new JHA systems entrusted to it, as a temporary measure, the Agency already implemented a limited extension of the main data centre through the modular data centre 1 and 2.1 to enable the hosting of non-Productive Systems at its operational site in Strasbourg and therefore indirectly relief some of the main DC constraints.
- To improve workspace situation, since September 2024 and after the co-legislators approval. the Agency is leasing an additional premises in Strasbourg. The ASPIRE building fitout work were performed on time and in the approved budget. .

Current building situation

Building name and type: location								
Surface area (in m2)			Rental contract					Host country (grant or support)
Office space	Non-office	Total	RENT (€/year)	Duration	Type	Break-out clause	Break-out clause conditions	
eu-LISA Headquarters: Vesilennuki 5, Tallinn, Estonia								
1161.4	3235.9	4397.3	-	-	-	-	-	in 2018, Estonia built and transferred the new HQ to eu-LISA in a non-exchange transaction
eu-LISA Operational Centre: 18 Rue de la Faisanderie, 67100 Strasbourg, France								
2155	5687	7842	-	-	-	-	-	on 29 May 2013, France granted entire premises for 1 EUR
eu-LISA temporary office space: PLATON building, 4 Rue Jean Sapidus, 67400 Illkirch-Grafenstaden, Strasbourg, France								
2074.40	-	2074.40	639,985.23	6+3 years (until mid-2026)	rent	-	-	-
eu-LISA temporary office space: ASPIRE building, 1 All. des Orcades, 67000 Strasbourg, France								
2165	2665	4830	1 270 000	9 years (from 2024)	rent of office space and parking	-	-	-
eu-LISA back-up facility: Austrian Central Federal backup centre in St Johann im Pongau, Austria								
223	403	626	640,000	indefinite operational agreement with the Republic of Austria	rent	-	-	-

Building name and type: location								
Surface area (in m2)			Rental contract					Host country (grant or support)
Office space	Non-office	Total	RENT (€/year)	Duration	Type	Break-out clause	Break-out clause conditions	
eu-LISA Liaison office: Avenue de Cortenbergh 120, 1000 Brussels, Belgium								
180	125	305	67 250	9 years, until 28 February 2034	rent	-	-	-

Building projects in planning phase

eu-LISA is undergoing discussions with Austrian government on additional power and cooling capacity for St Johann im Pongau (The ambition is to fulfil these needs through the implementation of a new modular data center in BCU, set up and managed by the Austrian Authorities to allow to mitigate the mounting risk the lack of capacity represents for the Agency and the run of the JHA systems entrusted. As the build of the new modular data center will take on a minimum base around 2 years the agency has been forced to create additional capacity via the investment into an autonomous container solution which is planned to become active in the first half of 2026. The resulting capacity increase will not fulfil the existing needs which will require the availability of the new modular data center outline

In parallel, eu-LISA is holding preparatory discussions with the Estonian government to evaluate co-financing opportunity for possible extension to the Tallinn site. The possibility of building extension itself has been approved in 2017 together with existing architectural design.

Building projects submitted to the European Parliament and the Council

Second extension of the operational site in Strasbourg

The Agency needs a sustainable, long-term solution to address its growing capacity needs considering upcoming entry into operation of new systems entrusted to eu-LISA. In 2021, the Agency has finalised preliminary studies and defined the construction programme, specified technical specifications for the tender and financial needs. As the Agency lacks the necessary financial resources to adequately address the high cost of this project, a decision was made in 2023 to temporarily suspend the project (before launching the design tender), aiming to resume with it during the next MFF. If the Agency receive the budget in the new MFF, the construction programme and associated technical specification will be review according before launching the design tender.

Capacity increase programme

To meet increasing operational needs and enhance operational efficiency and resilience, eu-LISA established 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.

Capacity increase programme foresees:

- Launch of a new containerised modular data centre (modular data centre 2, a flexible and scalable solution that does not require any new construction) and extensions in the actual main data centre in 2026/2027 with the aim to increase the IT Capacity and Space for the hosting of Productive Systems. This will require investments in the electrical onsite grid, as well as
- Implementing mid-term solution for the power and cooling capacity upgrades at the technical site 2026. As the enablement of the new Modular Data Centre 2.2 will require substantial upfront investments in the Power and Cooling capacity to permit the hosting of Productive Systems (TIER3 Data Centre) parts of the funds allocated in 2025 and 2026 for the Modular Data Centre 2* will need to be allocated to support additional Power and Cooling capacity upgrades. This will permit the launch of the modular data centre 2.2 project in 2026 with an additional capacity provision at the end of 2027.

Additionally as a side effect the Power and Cooling upgrades will allow to extend partly the capacity allocation of the current main Data Center and improve the situation for the hosting of productive systems.

The estimated budgetary distribution is presented in the table below:⁹⁹

	2023	2024	2025	2026	2027	2028
Modular data centre 2 + DC Capacity Extension	6 680 000	3 620 000	6 673 000 ¹⁰⁰	7 723 000	6 500 000	3 000 000
Power and cooling capacity upgrades		975 000	3 166 200			

⁹⁹ The Agency intends to fund the 'MDC2 infrastructure' project and the 'Power and Cooling capacity increase' project with revenue collected in accordance with article 46(3) of the eu-LISA Regulation (EU) 2018/1726. As this revenue was already collected, the project can be funded without any increase to the EU subsidy as defined by the Multiannual Financial Framework. The Agency is planning to request pre-approval from the Budgetary Authority prior to the signature of the contract for the development of MDC2 modules.

¹⁰⁰ MDC2 budget forecast estimated for 2025-2028 as the project phases will be implemented according to the technology to be deployed and operational needs.

Annex VIII. Privileges and immunities

eu-LISA statutory staff privileges	Protocol of privileges and immunities / diplomatic status	Education / Day care
eu-LISA's statutory staff in Tallinn, provided they are not permanent residents of Estonia before taking up their appointment in the Agency, will receive reimbursement from the Estonian government in the amount equal to the VAT paid for the purchase of goods in Estonia (limited to a specific list of goods) during the first year as of assuming duties at the Tallinn to facilitate their establishment in Estonia. eu-LISA's statutory staff in Tallinn and family members forming part of their household are exempt from all compulsory contributions to the Estonian social security scheme insofar as the scheme of social security benefits of officials and other servants of the Union covers them.	Headquarters Agreement between eu-LISA and the Republic of Estonia, Article 12.	An Accredited European School was established in Tallinn in Autumn 2013, providing Type II curriculum at nursery and primary- and secondary-level education. The Tallinn European School admits children from the age of four.
eu-LISA's statutory staff in Strasbourg and family members forming part of their household are exempt from all compulsory contributions to the French social security scheme insofar as the scheme of social security benefits of officials and other servants of the Union covers them. To the extent that they are covered by the social security scheme of their state of origin, SNEs are also exempt from all compulsory contributions to the French social security scheme.	Agreement on the technical site of the EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice between eu-LISA and the Government of France, Article 13.	The French government committed itself to finding the best possible solution to educate the children of eu-LISA's staff by offering primary- and secondary-level education tailored to their individual needs and providing the opportunity to obtain internationally recognised qualifications. The government also committed itself to ensure that the children of eu-LISA staff are admitted to the European School of Strasbourg, which offers a baccalaureate programme, recognised by all EU Members States, in accordance with Article 4 of the Accreditation and Cooperation Agreement concluded between the Board of Governors of the European Schools and the European School of Strasbourg, signed in Brussels on 24 May 2011.

Annex IX. Evaluations

IT systems performance evaluations

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 with a view to improving the measurement of eu-LISA's impact on the implementation of relevant EU policies. The results of this study served as additional input for the external evaluation carried out by the European Commission in 2023 – 2024.

Ex-ante evaluation of projects

The ex-ante evaluation process constitutes a part of eu-LISA's strategy and operational planning cycle. The aim is to assess the **relevance and feasibility of projects** against the Agency's mandate and strategic objectives, i.e., strategic fit, benefits, priority status, budget and resource estimates, constraints, risks, and procurement requirements. It is also a quality control measure, as it provides a mechanism for assessing at an early stage, such elements as data readiness by identifying gaps and inconsistencies, as well as detecting non-compliance with the quality criteria for documentation content.

The application of the ex-ante process stems from Article 2 of eu-LISA's establishing Regulation, requiring the use of an adequate project management structure to support the efficient development of large-scale IT systems. Additionally, Article 29 of eu-LISA Financial Rules stipulates that all activities and **projects requiring significant expenditure** are subject to an ex-ante evaluation before their approval and inclusion in the annual work programme.

To facilitate these types of evaluations, eu-LISA has developed the **Ex-Ante Evaluation Policy**, outlined the relevant process and procedures, and established a set of criteria for selecting projects for evaluation, including an updated business case template.

Taking into consideration that the ex-ante evaluation cycle takes two years, the Agency adopted an optimised two-step approach comprising (1) initial **opportunity assessment** and (2) subsequent **feasibility assessment** in the following year. This approach facilitates the ex-ante evaluation process by ensuring that new projects are only evaluated against the available information, while also providing early insights into the project's demand, as well as its impact on the Agency's portfolio and budget. This enables determining each project's portfolio dependencies from the start, while also ascertaining appropriate project categories and priorities to guide resource planning.

External evaluations

Pursuant to Article 39 of the eu-LISA establishing Regulation, the European Commission evaluates the Agency's performance every five years. The first evaluation was finalised in 2024, and focused on mandate, tasks and objectives, structure and governance, and resource management, with a view to finding ways to improve eu-LISA's functioning and increase the added value it provides.

In 2025, eu-LISA will prepare and implement a deliberate Action Plan, considering the findings and the Commission's recommendations stemming from this evaluation and ensure adequate follow-up. eu-LISA will also support the Commission in case the evaluation results indicate the need for any changes to its mandate.

Benchmarking Study

At the beginning of 2024, eu-LISA finalised the benchmarking study to provide an overview of the performance of its operational model, aiming to serve as one of the inputs for the external evaluation process. The benchmarking report, prepared by an external consultant, provided a set of strategic and operational recommendations that could be implemented before the external evaluation is finalised. The outcomes of the benchmarking study were used as the basis for designing a strategic management action plan articulated around five strategic priorities outlined in the **Executive summary**. This action plan was presented to the Management Board in September 2024 and will be implemented between Q4 2024 and Q4 2025.

Annex X. Strategy for organisational management and internal control systems

Internal control Framework (ICF)

The Agency's internal control process helps eu-LISA achieve its objectives and sustain its operational and financial performance by supporting sound decision-making and reducing risks to acceptable levels through cost-effective controls.

In this context, eu-LISA's Executive Director is responsible for implementing eu-LISA's internal control policy and principles, while also establishing the organisational structure and internal control system in accordance with the principles adopted by the Management Board and conducting the annual assessment of the efficiency of eu-LISA's Internal Control Framework (ICF).

The ICF complements eu-LISA's Financial Rules, as well as other applicable rules and regulations, in alignment with the highest international standards. The Agency's ICF principles take guidance from the framework put forward by the European Commission. Overall, the Agency's ICF ensures the achievement of the following objectives:

- effectiveness, efficiency, and economy of operations,
- reliability of reporting,
- safeguarding of assets and information,
- prevention, detection, correction, and follow-up in cases of fraud and irregularities,
- adequate management of risks related to the legality and regularity of underlying transactions.

The ICF comprises five interrelated components:

- control environment,
- risk assessment,
- control activities,
- information and communication,
- monitoring activities.

For internal control to be considered effective, all these components must be present and functioning at all levels of the organisation and across all stages of business processes (e.g., systems development, operation, etc.). Assessment of the ICF is performed on a component level. In 2025, the assessment will be conducted on an annual basis, however monitored and followed-up systematically and periodically throughout the calendar year.

The Agency continually seeks to strengthen its internal control activities, especially in the areas where the need for major improvements has been identified in the course of monitoring and assessment. As part of regular annual assessment, performed during the first quarter of the year, data from various data sources is collected and analysed based on defined monitoring criteria, e.g., staff survey, register of exceptions and non-compliance events, internal and external audit reports, and other relevant documentation related to the business processes. The results of the annual assessment of ICF are presented in eu-LISA's Consolidated Annual Activity Report.

eu-LISA conducts regular monitoring and analysis of the exceptions and non-compliance events as well as follow-up on all cases reported in the previous calendar year. The Agency will continue to develop staff capabilities to mitigate, report and follow-up on such events. These activities will be integrated into the Internal Control Strategy which contributes to strengthening the internal control environment. In 2025, eu-LISA will conduct targeted assessments, analysis, recommendations, and follow-up activities, as well as deliver targeted capacity-building trainings to improve its management and control system and ensure the compliance of processes and procedures. The objective is to make significant progress towards an integrated governance system, supported by an IT system that interlinks information stemming from audits, internal controls, exceptions and non-compliance reports, and risk assessment.

In September 2024, eu-LISA **adopted its Internal Control Strategy**. Its objective is to establish a set of control measures for the most risk-exposed internal control areas.

This strategy defines a set of internal controls and activities that will:

- ensure compliance with the establishing Regulation and Financial Rules,
- enable eu-LISA to fulfil its legal mandate and deliver services as expected by stakeholders,
- support informed decision-making in an efficient and swift manner,
- address stakeholder reporting requirements,
- ensure business continuity.

This strategy addresses recommendations issued by several audit authorities and represents eu-LISA's commitment to focus its efforts on the domain of compliance and sound financial management.

Corporate risks and risk management

The Agency's risk management policy, approved in April 2020, has undergone a full review, and reshuffling in order to continue being a business driver aligned with eu-LISA's strategic objectives. It has been completed with a process definition and service description to provide in clarity and to improve the adoption of the Risk Management approach. The new Risk Management Policy and related documents were approved by the Management Board on 16 October 2023.

Pursuant to the policy, eu-LISA's Corporate Risk Management is a central component of the risk framework defined in the policy, focusing on the entire organisation and its objectives, with a streamlined process and a dedicated Corporate Risks and Issues Register. It is also an essential part of corporate governance, as it provides guidance and support to the senior management for achieving strategic objectives as outlined in the annual work programme.

The risks are assessed and confirmed at corporate level in a continuous manner, based on unique and shared classification criteria:

- newly identified items are collected through the project portfolio management (PPM) tool and qualified by Heads of Unit/Department before they are submitted to the Management Committee for inclusion in the Corporate Risks and Issues Register,
- each risk is assigned a risk owner who is tasked with defining and maintaining corresponding mitigation plans until the risk is closed,
- each corporate level risk item is assigned a Head of Unit/Department as owner (in some specific cases, the Management Committee may assign a Head of Sector),
- a status report on each risk, together with issues encountered and corresponding mitigation plans, is presented to the Management Committee on a regular basis, based on the review of residual risks and their impact. In June 2024, a dedicated workshop was organised on the Executive Director's initiative, to (re)assess and prioritise corporate risks, preceded by sessions with individual risk owners to reformulate the items,
- on a monthly basis, the latest version of the Corporate Risk Register is sent via email to all staff members and is always accessible on the SharePoint page of the Planning and Corporate Affairs Sector.

To ensure the continuous improvement of corporate risk management, eu-LISA participates in the annual peer review exercise of the EU's decentralised agencies and joint undertakings where the most important risks are discussed, with the objective of finding a common approach for risk definition, assessment, and monitoring.

Corporate risks

The most recently reviewed and confirmed corporate risks that might affect the Agency's operational functioning in 2025 and onwards together with assigned risk owners and mitigation plans are outlined below.

▲ **Table 24. Most recently confirmed corporate risks with possible impact on 2026–2028 objectives**

Ref.	Identified risk	Impact	Owner
Risk 1	Targeted and successful external cyber-attack	■ Successful attack may affect security of EU citizens and freedom of movement within Schengen area, ■ Unavailability of systems under eu-LISA mandate, corruption and exfiltration of data.	Head of Security Unit

Ref.	Identified risk	Impact	Owner
Risk 2	Limitation in the data centres capacity to host future systems	■ Hampered capability to implement new services and systems under eu-LISA remit.	Head of Platforms and Infrastructure Unit
Risk 3	Insufficient capacity, capability and efficiency to support operational management after entry into operation of new systems	■ Severe degradation of the Agency capacity, capability and efficiency to ensure operational management systems under its mandate.	Head of Operations Unit
Risk 4	Insufficient legal checks on system contracts and other important files	■ Improper choice of procurement procedures and non-compliance with the systems' regulation, ■ Unqualified opinion through audit findings, ■ Damage to eu-LISA reputation, i.e. its capability to ensure the legality and soundness of the transactions.	Head of Legal Sector
Risk 5	Talent shortage, in alignment with Agency's needs, impacting the delivery of the expected services	■ Inability to deliver the services and objectives under its mandate in expected quality due lack of necessary skills, ■ Lengthy recruitment and onboarding processes delaying service delivery, ■ Damage to eu-LISA reputation and stakeholders' dissatisfaction.	Head of Human Resources Unit
Risk 6	Lack of centralised planning for hardware and software lifecycle maintenance	■ Critical impact on the infrastructure maintenance cost, schedule and quality (e.g., operational stability and availability of physical space), ■ Delays with implementing new systems and deploying critical upgrades, ■ Unnecessary additional workload.	Head of Digital Solutions Operations Department
Risk 7	System documentation not kept in a central repository	■ Reduced control over preparation and transition between contractors, ■ Lower quality in deliverables due missing end-to-end ownership, ■ More complex and accurate internal checks.	Head of Programme and Solutions Management Unit
Risk 8	Insufficient resources to manage external support contracts and difficulty to comply with the national labour laws	■ Insufficient capacity for external support management and unsustainable strain on resources, ■ Increased probability for non-compliance with the national labour laws, ■ Damage to eu-LISA reputation.	Head of Corporate Services Department
Risk 9	Geopolitical situation	■ Increased probability for a successful hybrid security attack against eu-LISA, ■ Increased state sponsored actions, including espionage and sabotage, from certain states. ■ Physical protection of the Agency's sites to be enforced.	Head of Security Unit
Risk 10	Prolonged duration of external support framework contracts	■ Legal risk on the possible requalification of some contractors as staff posts (i.e., due to the consecutive hiring of the same person for the same tasks under the same contract).	Head of Corporate Services Department
Risk 11	Absence of fully fledged Sourcing Strategy and workforce planning capability	■ Cannot reliably and efficiently implement its mandate (e.g., insufficient overview of sourcing needs, unbalanced externalisation, lack of continuity and stability in operational activities).	Head of Corporate Services Department
Risk 12	Requirement management, stakeholders' requests management and business analysis tools either not maintained or not present	■ Decreased quality of the assessment of complex business needs (e.g., demand and knowledge management), ■ Regulatory non-compliance of existing and new systems under eu-LISA's remit.	Executive Director
Risk 13	High debt in security vulnerabilities	■ Successful data breach may affect security of	Head of Security

Ref.	Identified risk	Impact	Owner
		EU citizens, ■ Potential unavailability of the systems affecting services to EU citizens and IT operations, ■ Damage to eu-LISA reputation and loss of stakeholders' trust, ■ Financial implications and potential regulatory sanctions due to non-compliance with requirements.	Unit
Risk 14	Delayed availability of modular data centre for back-up central unit	■ Due to the limited capacity, the business systems would have to go live with one instance or will be delayed.	Head of Platforms and Infrastructure Unit

▲ **Table 25. Response and mitigation measures for most recently confirmed corporate risks**

Ref.	Type	Probability	Impact	Response and mitigation measures
Risk 1	threat	high (higher for the internet exposed systems)	very high	Response: reduce ■ Increase monitoring of core business systems and Corporate IT, ■ Enhance cybersecurity posture, ■ Enhance security testing with focus on Internet- exposed systems, ■ Regular security exercises and awareness sessions.
Risk 2	threat	high	very high	Response: reduce ■ Implement the modular data centre (MDC2).
Risk 3	threat	high	very high	Response: reduce ■ Review and clarify the support model, ■ Increase capacity with close follow-up of the recruitments, ■ Foster capabilities through trainings prior to any EiO.
Risk 4	threat	high	very high	Response: reduce ■ Early and structured legal review, ■ Enforce legal resources.
Risk 5	threat	high	very high	Response: reduce ■ Finalise the Sourcing Strategy, ■ Update Competence Framework, ■ Support managers in the probation assessments.
Risk 6	threat	high	very high	Response: reduce ■ ■ Implement a tool for the management of the assets ■ Enforce Configuration Management Capability
Risk 7	threat	high	very high	Response: reduce ■ Automate document management during the whole lifecycle of a product, ■ Strengthen the Knowledge Management process. ■ Implement the Document Management System (DMS) Solution for the systems documentation, inform the relevant stakeholders
Risk 8	threat	high	very high	Response: avoid ■ Use of short-term posts when possible and call for internal mobility, ■ Automate process with the development of internal tool.
Risk 9	threat	high	very high	Response: reduce ■ Create task force, ■ Sign new Memorandum of Understanding with the national authorities of the hosting MS, ■ Update of the process for the physical access on eu-LISA premises.
Risk 10	threat	high	very high	Response: reduce ■ ■ Evaluate the results of the execution of the Interim Workers Framework contract

Risk 11	threat	very high	high	Response: reduce ■ Finalise the Sourcing Strategy.
Risk 12	threat	high	very high	Response: reduce ■ Define Stakeholders' Management Strategy, ■ Prioritise requirements management and business analysis tools' needs.
Risk 13	threat	high	very high	Response: reduce ■ Implement vulnerability management methodology with regular assessments and penetration tests, ■ Review of the maintenance plans set-up.
Risk 14	threat	high	very high	Response: reduce ■ Continuous monitoring of availability progress, ■ Regular evaluations of impacts and potential technical solutions.

Risk management at project and programme level

In addition to the Risk Management Policy, which presents a unified approach for monitoring risks at all levels of the organisation, the eu-LISA **Project Management Methodology Implementation Guide** provides guidance on the best practices for risk management at project level.

All projects managed by eu-LISA are monitored through the Programme and Project Management (PPM) solution that records **each project's risks and issues** under the tasks of the responsible Project Manager. The risks and issues for each programme and project are discussed under respective Programme Progress Review, with an escalation mechanism to the Programme Steering Committee, if necessary.¹⁰¹ As for external reporting, all risks are presented in monthly reports to eu-LISA's Programme Management Boards (PMB).

Anti-fraud strategy

The Agency's Anti-Fraud Strategy follows the structure and content suggested by the European Anti-Fraud Office (OLAF) in its guidance for the development of anti-fraud strategies. The basic principles guiding eu-LISA's anti-fraud strategy include ethics, integrity, enhanced transparency, fraud prevention, and close collaboration between internal and external stakeholders and partners.

The Agency's staff, members of the Management Board and Advisory Groups, and all external contractors are required to apply the highest standards of honesty and integrity in performing their duties. The Agency does not tolerate unethical behaviour such as fraud and will report, without delay, any instance of suspected fraud to OLAF, a dedicated EU agency with exclusive competence and legal mandate to investigate all such cases.

The Agency will take action and adopt all measures, as appropriate, including termination of employment contracts, against anyone defrauding or attempting to defraud eu-LISA or other EU assets and resources, or otherwise damaging the Agency's reputation. In all such cases, eu-LISA will cooperate with OLAF, and any other relevant EU authorities.

The Agency continuously seeks to improve its preventive and detective anti-fraud measures and swiftly respond to significant changes affecting its personnel, budget, and operating environment. To that end, the Agency puts considerable effort into:

- achieving and maintaining full compliance with anti-fraud principles,
- establishing and maintaining a high level of ethics and integrity,
- developing and using data analytics for the purposes of fraud prevention and detection.¹⁰²

Every three years, the Agency carries out a dedicated fraud risk assessment. Based on that, the above-mentioned goals are reviewed and adapted to the outcomes of the assessment, and relevant action plans are put in place. These action plans are monitored and reported to the management annually to ensure their effective implementation.

¹⁰¹ Programme Progress Review and the Programme Steering Committee are key elements of eu-LISA's internal project and programme governance, established by Executive Director's decision of 26 June 2024.

¹⁰² *Fraud Risk Management Guide* on best-practices for assessing and managing fraud risks, Committee of Sponsoring Organisations of the Treadway Commission (COSO) and Association of Certified Fraud Examiners (ACFE), 2016.

Annex XI. Plan for grant, contribution or SLAs

As per Article 7 of eu-LISA’s financial rules, the Agency has been tasked with the design, development, and operational management of the collaboration platform for Joint Investigation Teams (JITs CP).¹⁰³ The Contribution Agreement for the JITs CP was signed on 17 May 2024.

In the period 2024-2027 the Agency shall receive a total of **13.884 million EUR** from the **Digital Europe Programme** through a contribution agreement signed with the Commission.¹⁰⁴

The breakdown of revenue from each funding source is detailed in the table below.

Digital Europe Programme		2024	2025	2026	2027	TOTAL
Title 1: Staff expenditure	commitments	0.608	1.216	1.380	1.380	4.584
	payments	0.608	1.216	1.380	1.380	4.584
Title 3: Operational expenditure	commitments	3.000	2.900	1.700	1.700	9.300
	payments	3.000	2.900	1.700	1.700	9.300
TOTAL appropriations for eu-LISA	commitments	3.608	4.116	3.080	3.080	13.884
	payments	3.608	4.116	3.080	3.080	13.884

¹⁰³ 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, 17.5.2023, p. 1-20.

¹⁰⁴ 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.

Annex XII. Strategy for cooperation with third countries and international organisations

Framework for cooperation

The underlying framework for eu-LISA's cooperation with international organisations and other relevant entities or bodies stems from its establishing Regulation. Article 43 stipulates that for the performance of its tasks, eu-LISA may establish working relations with international organisations governed by public international law, as well as other relevant entities or bodies, which are set up on agreement between two or more countries.

However, all working arrangements of this kind may be concluded only with authorisation from the Management Board, after having received prior approval from the European Commission, to ensure consistency and alignment with the EU's broader strategic objectives in the JHA domain, and also with the EU's external policies.

The general principles guiding eu-LISA's future cooperation with international organisations and the establishment of possible working arrangements must be in line with the applicable legal framework and must therefore aim to:

- facilitate the implementation of its obligations as stipulated in its establishing Regulation, in particular the implementation of EES, ETIAS and the Interoperability architecture,
- promote eu-LISA's role as a centre of excellence through the exchange of knowledge and experiences,
- strengthen eu-LISA's capabilities to drive innovation and digital transformation.

Cooperation with international organisations and third countries

When it comes to working relationships with international organisations, the Agency's focus takes guidance from eu-LISA's establishing Regulation, as well as the EU's legal framework and political priorities in the JHA domain.

Any possible working arrangements, for example, with Interpol (to implement obligations vis-à-vis ETIAS and Interoperability architecture) will await and fully respect the result of the Commission's negotiations with Interpol, and the authorisation of the Management Board, after receiving prior approval from the Commission, and in compliance with the EU regulatory framework on data protection.

Annex XIII. Studies and impact assessments related to SPD 2026–2028

Area	Topic	Impact on SPD 2026-2028 activity
Eurodac	Study on Eurodac Facial Recognition	The study will investigate the feasibility of facial recognition for Eurodac. This is expected to lead to an activity for Eurodac evolution and upgrade.
Architecture	Study on Future Event-Based Architecture	The study will investigate the future resilient and performant architecture for eu-LISA core business systems.



First edition, manuscript completed in November 2025.

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