



Eurojust Consolidated Annual Activity Report 2020

1 July 2021

Criminal justice across borders

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List of Acronyms

ABM Activity Based Management	EU-LISA EU agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice
AOD Authorising Officer by delegation	Justice
AWP Annual Work Programme	EuroMed Euro-Mediterranean Partnership
BCP Business Continuity Plan	EUROPOL European Union Law Enforcement Agency
BCT Business Continuity Team	FRA European Union Agency for Fundamental Rights
CAAR (Consolidated) Annual Activity Report	FRONTEX European Border and Coast Guard Agency
CATS Coordinating Committee in the area of police and judicial cooperation in criminal matters	FTE full-time equivalent
CC Coordination Centre	FTF foreign terrorist fighter
CEPOL European Union Agency for Law Enforcement Training	IAP International Association of Prosecutors
CIF Case Information Form	IAS Internal Audit Service
CJEU Court of Justice of the EU	IberRed Ibero-American Network of International Legal Cooperation
CM Coordination Meeting	ICF Internal Control Framework
CMS Case Management System	ICT Information and Communication Technology
COPEN Working Party on Cooperation in Criminal Matters	JAD Joint Action Day
COSI Standing Committee on Operational Cooperation on Internal Security	J-CAT Joint Cybercrime Action Taskforce
CTED Counter-Terrorism Committee Executive Directorate	JHA Justice and Home Affairs
CTR Counter Terrorism Register	JIT Joint investigation team
DPO Data Protection Officer	KMI Knowledge Management Interface
EASO European Asylum Support Office	KPI Key Performance Indicator
EAW European Arrest Warrant	LIBE Committee on Civil Liberties, Justice and Home Affairs
EC3 European Cybercrime Centre	MAS Multi-Annual Strategy
ECRIS-TCN European Criminal Records Information System	MFF Multi-annual Financial Framework
ECA European Court of Auditors	MoU Memorandum of Understanding
EDPS European Data Protection Supervisor	OAP Operational Action Plan
EIO European Investigation Order	OLAF European Anti-Fraud Office
EJCN European Judicial Cybercrime Network	PIF Protection of the EU Financial Interests
EJN European Judicial Network	SAA Strategic Action Area
EJR Eurojust Regulation	SIRIUS Scientific Information Retrieval Integrated Utilisation System
EMAS EU Eco-Management and Audit Scheme	SLA Service Level Agreement
EMPACT European Multidisciplinary Platform against Criminal Threats	SNE Seconded National Expert
ENCS Eurojust National Coordination System	SPC South Partner Countries
EPPO European Public Prosecutor's Office	SYSPER Système de gestion du Personnel
EPSO European Personnel Selection Office	TE-SAT Terrorism Situation and Trend Report
EU European Union	THB trafficking in human beings
EUIPO European Union Intellectual Property Office	UK United Kingdom
	UNODC United Nations Office on Drugs and Crime
	USA The United States of America

Management Board's Analysis and Assessment

The College of Eurojust takes note of the Administrative Director's Consolidated Annual Activity Report (CAAR) 2020, including the Eurojust Final Accounts 2020. The College takes note of the Administrative Director's Declaration of Assurance thereto.

In assessing the CAAR 2020, the College of Eurojust makes the following observations:

- Eurojust has successfully achieved the objectives foreseen in the Annual Work Programme 2020, with most of the Annual Objectives having been fully implemented as planned;
- Eurojust remained fully operational during the COVID-19 pandemic;
- 34% of Eurojust KPIs were negatively impacted by the COVID-19 crisis. Excluding the KPIs impacted by the COVID-19 crisis, Eurojust achieved 73% of relevant and measurable KPIs, compared to 71% in 2019;
- Eurojust made a steady progress towards achieving its multi-annual KPIs;
- Eurojust achieved a rate of 99.99% of budget execution over a EUR 41.7M budget;
- The number of cases referred to Eurojust continued to increase. In 2020, 8 799 cases were handled; 4 200 of them were newly opened, which represents a 13% increase compared to 2019, confirming the steady annual increase in registered cases;
- Eurojust supported 268 JITs, a 0.7% decrease compared to 2019. JIT funding amounted to EUR 1.5 M, comparable to that in 2019;
- Eurojust successfully implemented the revised Internal Control Framework adopted in 2019;
- No critical issues were highlighted by internal or external auditors; and,
- The European Parliament granted discharge to the Administrative Director regarding the financial year 2019.

The College acknowledges the commitment of the organisation and its staff in adapting to a changing environment amidst a global health pandemic and budget constraints, and for continuing to seek efficiency gains to implement the AWP 2020.

The College of Eurojust notes that the Administrative Director has no major issues meriting a reservation for the presentation of the annual accounts for the financial year 2020 to the Discharge Authority.

Based on the above observations, and in accordance with Article 48 of the Financial Regulation applicable to Eurojust, the College of Eurojust takes note of the Administrative Director's CAAR 2020. The CAAR 2020, together with the College Assessment and its enclosed documents, shall be sent to the European Parliament, the Council, the European Commission and the Court of Auditors.

The Hague, 29 June 2021

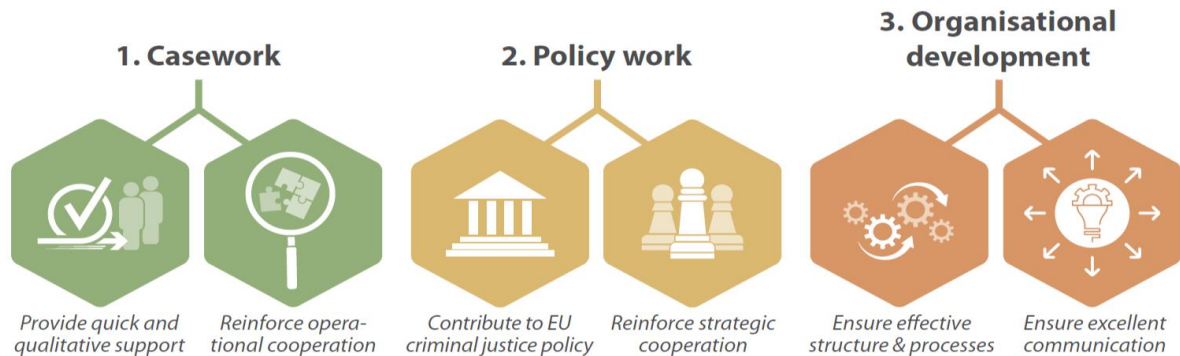
Ladislav Hamran,
President of Eurojust

Executive Summary

Eurojust is the European Union Agency for Criminal Justice Cooperation.

Eurojust's mission is 'serving justice across borders for a safer Europe'.

Eurojust's vision is to become the European Union (EU) leading partner in bringing criminals to justice and a key player in ensuring a more secure world. Eurojust will achieve this vision through the following strategic action areas (SAA):



The [Eurojust Regulation](#), applicable from 12 December 2019, reinforces Eurojust's successful core concept of supporting the national authorities in their investigations and prosecutions. The National Members, serving the competent national authorities in criminal judicial cooperation matters, provide strategic guidance and participate actively in the operational and policy activities linked to the mandate of Eurojust. In 2020, the 87 National Members, Deputies and Assistants were supported by 245 staff¹.

The Annual Work Programme (AWP) 2020 is the second AWP under the [multi-annual strategy \(MAS\) 2019-2021](#). Eurojust's MAS 2019-2021 is a flexible and future-oriented tool supporting the development of Eurojust, in view of the application of the Eurojust Regulation and the establishment of the European Public Prosecutor's Office (EPPO). This report focuses on the implementation of the AWP 2020 and Key Performance Indicators (KPIs), the 2020 budget execution and staffing policies, and the implementation of internal controls.

The COVID-19 pandemic had a profound effect on Eurojust activities. Despite the limitations imposed by the Members States due to the crisis, Eurojust remained fully operational and ensured its support to national judicial authorities in the fight against cross-border organised crime and terrorism. Eurojust immediately offered the national judicial authorities the possibility to meet virtually through its secure IT infrastructure while it rapidly transitioned nearly all of its staff to remote working. To ensure full operational continuity, Eurojust had to reprioritise activities and shift its way of working. As a result of the pandemic, 34% of the AWP 2020 KPIs were negatively impacted. Excluding the indicators impacted by the COVID-19 crisis, Eurojust **achieved 73%² of the 2020 KPIs** and made a steady progress towards achieving its multi-annual KPIs.

Eurojust maintained its position as the **EU centre for operational judicial cooperation and coordination**. Casework increased by 13% and Eurojust organised 371 Coordination Meetings (CMs) and 19 Coordination Centres (CCs). Eurojust supported 268 Joint Investigation Teams (JITs), facilitated the execution of 1 284 European Arrest Warrants (EAWs) and enabled the use

¹ Headcount of temporary staff, contract staff and seconded national experts on 31/12/2020.

² The percentage has been calculated over the 2020 AWP KPIs that were not impacted by the COVID-19 crisis, were relevant, measurable and possible to assess.

of 3 159 European Investigation Orders (EIOs). Eurojust reinforced the operational cooperation with its partners and third States with the appointment of Liaison Prosecutors from Serbia, Georgia and Albania and through a 4% increase in the number of common cases³. In addition, the network of Eurojust Contact Points increased to 55 countries, following the participation of Uzbekistan, Sri Lanka, Mexico and Kosovo⁴. Eurojust stepped up its cooperation on criminal matters between the EU and its South Partner Countries (SPC) by becoming the host of the new phase of the **EuroMed Justice Programme**.

Eurojust cooperated closely with DG JUST for the completion of the [Digital Criminal Justice \(DCJ\) study](#). Following the Commission's [Communication on Digitalisation of justice in the European Union](#), a toolbox of measures, aiming to improve access to justice through digitalisation and the efficiency of justice systems, was proposed. The proposal includes a redesigned Case Management System (CMS) for Eurojust. Funding opportunities for the digital transformation process were identified in the context of the 2021-2027 Multi-annual Financial Framework (MFF).

The positioning as the **EU centre of judicial and legal expertise in criminal matters** was reinforced by Eurojust's active participation in the Standing Committee on Operational Cooperation on Internal Security (COSI) meetings and related activities, and through its deliverables in crime priority areas. Eurojust enhanced its strategic cooperation with partners in the Area of Freedom, Security and Justice through a strong collaboration with the Justice and Home Affairs (JHA) agencies⁵, by chairing the JHA agencies network and continuing to explore synergies with judicial networks.

Eurojust is a **dynamic and effective organisation** that identified opportunities for efficiency gains amidst the COVID-19 pandemic and expanded its strategic workforce planning function to ensure optimum allocation and flexibility of Eurojust's human resources. Eurojust applied the principles of **Activity Based Management (ABM)** by taking steps towards reintroducing an activity-recording tool and by regularly reporting on the progress of annual and multi-annual KPIs. In 2020, Eurojust achieved a **99.99% budget execution**, over a EUR 41.7 M budget.

Eurojust strengthened its external **communication capabilities** by launching the new [Eurojust website](#) and a [YouTube channel](#), and by organising a Virtual Open Day event attended by almost 300 participants from 34 countries.

More information on Eurojust's performance can be found in the [Annual Report 2020](#).

³ Excluding cases requested by the UK.

⁴ This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo Declaration of Independence.

⁵ The JHA agencies' network consists of nine agencies: CEPOL, EIGE, EU-LISA, Eurojust, Europol, FRA, EASO, EMCDDA and FRONTEX.

Part I. Achievements of the year

This section provides an overview of the main annual achievements under each multi-annual strategic objective and the progress on the related KPIs. Eurojust continued reviewing and enhancing the setting and monitoring of KPIs to ensure that they remain measurable and relevant during the reporting period. As a result, Eurojust defined 50 KPIs in the AWP 2020, a reduction of 44% compared to the AWP 2019. Out of these KPIs, only 6% were deemed not relevant or measurable, as opposed to 27% in 2019.

The 2020 KPIs have been assessed as follows:

Key performance indicators		
Exceeded	Actual/Target more than 100%	●
Achieved	Actual/Target at 100%	●
Not achieved	Actual/Target less than 100%	●
N/A	Not measurable/relevant or, no target/baseline set	●

In absolute terms, Eurojust achieved the following results:

- 22 KPIs were achieved or even exceeded (44%);
- 25 KPIs were not achieved (50%), of which 17 KPIs were impacted by the COVID-19 crisis;
- 2 KPIs⁶ (4%) could not be measured as the related activities were cancelled due to the COVID-19 crisis; and,
- 1 KPI (2%) could not be measured for reasons outside of Eurojust's control⁷.

Excluding the KPIs impacted by the COVID-19 crisis, Eurojust achieved 22 of 30 relevant and measurable KPIs, a 73% achievement, compared to 71% in 2019.

Due to the prolonged uncertainty about the extent and duration of the COVID-19 crisis, Eurojust did not perform any in-year revision of the 2020 AWP and related KPIs as included in the SPD 2020-2022. The 2020 AWP activities and objectives were defined at a high level and remained relevant during the COVID-19 crisis, despite any required adjustments in service modalities and arrangements. Instead, Eurojust placed its focus on closely monitoring the budget implementation and KPI progress and implementing scenario planning as part of its quarterly budget reporting exercises.

In 2018, Eurojust set for the first time KPIs for the 6 multi-annual SAA relating to the MAS 2019-2021. These KPIs are measured against a 2017 baseline⁸ and their progress is reported in the following sections.

⁶ One KPI refers to the organisation of the Consultative Forum and one KPI refers to the staff engagement survey; both activities were postponed to 2021.

⁷ KPI related to Eurojust's cooperation with FRONTEX.

⁸ A 2017 baseline was used as the latest data available in 2018.

Multi-annual strategic objective 1: Casework

Eurojust functions as the European Union centre for international judicial cooperation and coordination between competent authorities in serious cross-border crime cases

SAA	1(a) Provide Quick and qualitative support to competent authorities
KPI	Maintain and/or improve the satisfaction levels of the Eurojust support to CMs
Source of data	Feedback forms received from national authorities participating in CMs (satisfaction levels rated 1-4)
Baseline 2017	N/A
Target 2019-2021	Average satisfaction level 3 or more
2019 result	3.75
2020 result	3.4
Progress	In progress (on track)

SAA	1(b) Reinforce operational cooperation with partners
KPI	Increase the involvement of key partners in Eurojust operational activities (casework referrals and CMs)
Source of data	Annual statistics
Baseline 2017	511 cases and 91 CMs with third States
Target 2019-2021	20% increase in casework and 40% increase in CMs with third States
2019 result	35% increase in casework (689 cases) and 52% increase in CMs with third states (138 CMs)
2020 result	67% increase in casework (854 cases) and 76% increase in CMs with third States (160 CMs)
Baseline 2017	53 cases and 108 CMs with Europol
Target 2019-2021	17% increase in casework and 12% increase in CMs with Europol
2019 result	83% increase in casework (97 cases) and 15% increase in CMs with Europol (124 CMs)
2020 result	30% decrease in casework (37 cases) and 2% decrease in CMs with Europol (106 CMs)
Progress	In progress (at risk) ⁹

1. Improve Eurojust's dynamic and quality support to judicial cooperation and coordination

1.1. Increase referral of quality cross-border crime cases, by offering comprehensive and tailor-made operational and legal expertise

The COVID-19 crisis posed a challenge to the judiciary across the European Union (EU), due to the travel restrictions imposed by the Member States. This had a crosscutting impact on the Agency's operations that on the one hand led to service adjustments to ensure that Eurojust was able to support the Member States and on the other hand, affected negatively certain key operational workload drivers such as the number of CM, CC and JITs supported and funded. Eurojust continued to be fully operational and assisting prosecutors in all Member States throughout the pandemic.

To further support the national authorities and practitioners in Member States, Norway and Iceland, Eurojust has played - at the request of the Council and together with the European Judicial Network (EJN) - a coordination role in compiling and disseminating information on the main practical and legal issues arising from the COVID-19 crisis in the field of judicial cooperation. This compilation has been updated first on a weekly basis (and subsequently, on a bi-weekly basis

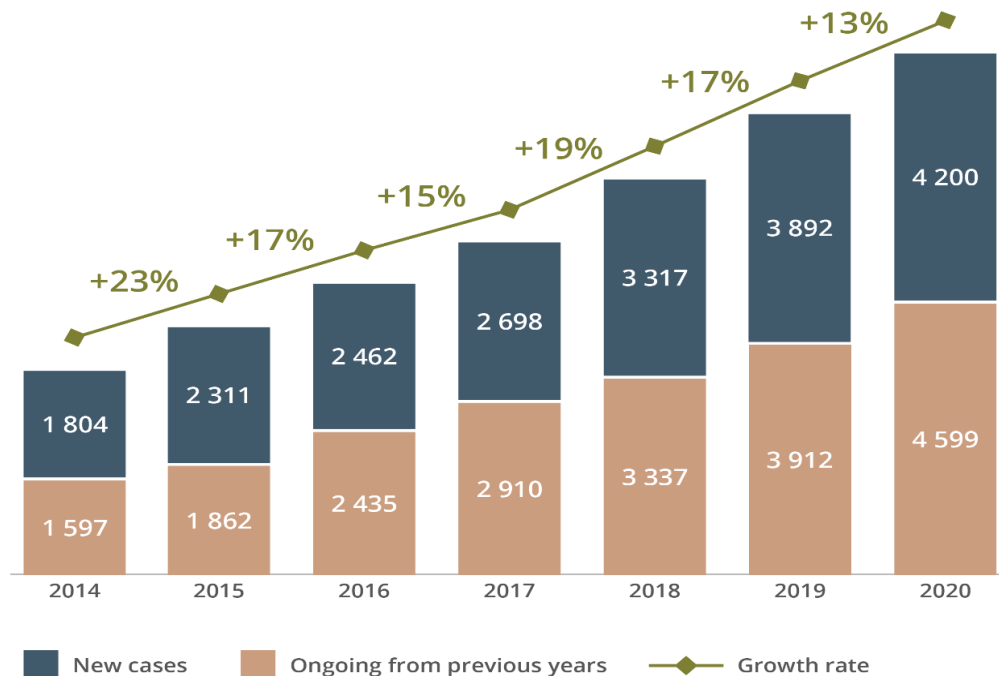
⁹ Although part of the KPI, i.e. the number of cases and CMs with third States remained high throughout the COVID-19 crisis, the other element of this KPI, the number of cases and CMs with Europol, was negatively impacted by the COVID-19 crisis, an impact expected to continue in 2021.

in Q4 2020), and published as Council LIMITE document. The executive summary of the compilation was also regularly updated and released as a public document, providing a useful insight on the impact of the pandemic on cross-border cooperation. Eurojust has also been systematically analysing Eurojust COVID-19 cases to highlight the main issues and best practises for practitioners in this respect, as well as the main crime types committed in relation to the pandemic.

In April 2020, Eurojust published “*Guidelines on operational support during COVID-19 pandemic*”, containing the business contingency measures implemented at Eurojust to ensure continuous operational assistance to the National Desks and national authorities, whilst respecting COVID-19 measures imposed in Member States and at Eurojust. To enable remote and secure working arrangements, Eurojust implemented future-proof infrastructure in 2019, equipping all post holders with secured laptops. A secured videoconferencing system hosted on Eurojust’s computer servers allowed the Agency, once the pandemic led to restricted movements in March 2020, to organise meetings with simultaneous interpretation in 31 languages. The system was used to organise 242 secure online CMs and support the remote organisation of 14 CCs.

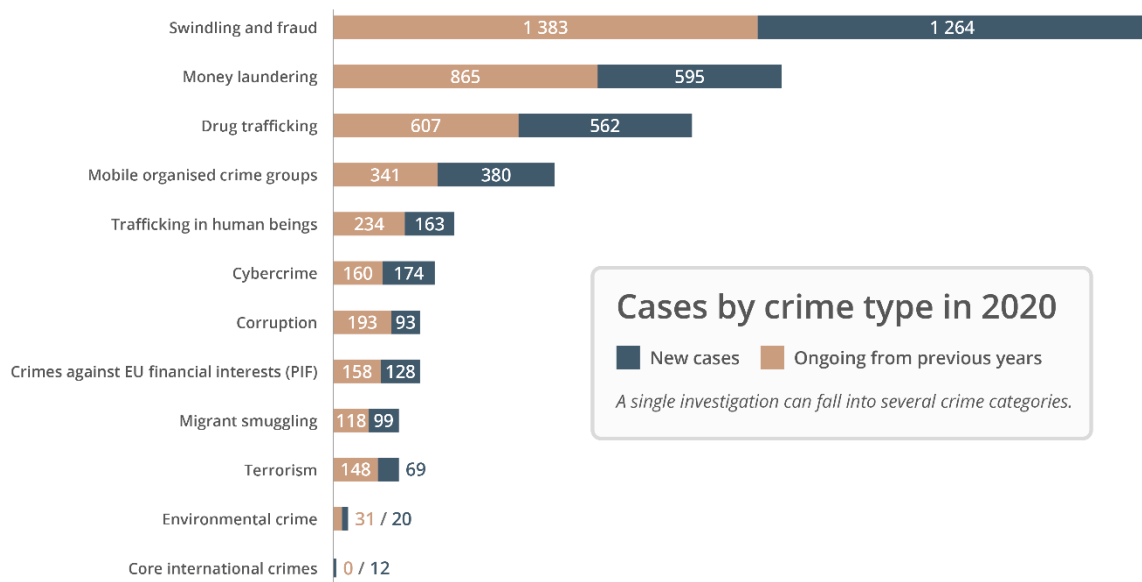
In 2020, prosecutors from across the EU and beyond turned to Eurojust for assistance in 8 799 cross-border criminal investigations, an increase of 13% compared with 2019. About half, 4 200, were new cases opened during 2020 and 164 of those were directly related to the COVID-19 crisis. The other nearly 4 600 cases were ongoing from previous years, reflecting a growing level of complexity in cross-border criminal investigations. This confirms a recent trend of cases referred to Eurojust that are increasingly complex and require support over a longer period. The 2020 casework results are summarised below:

Casework increase 2014 – 2020

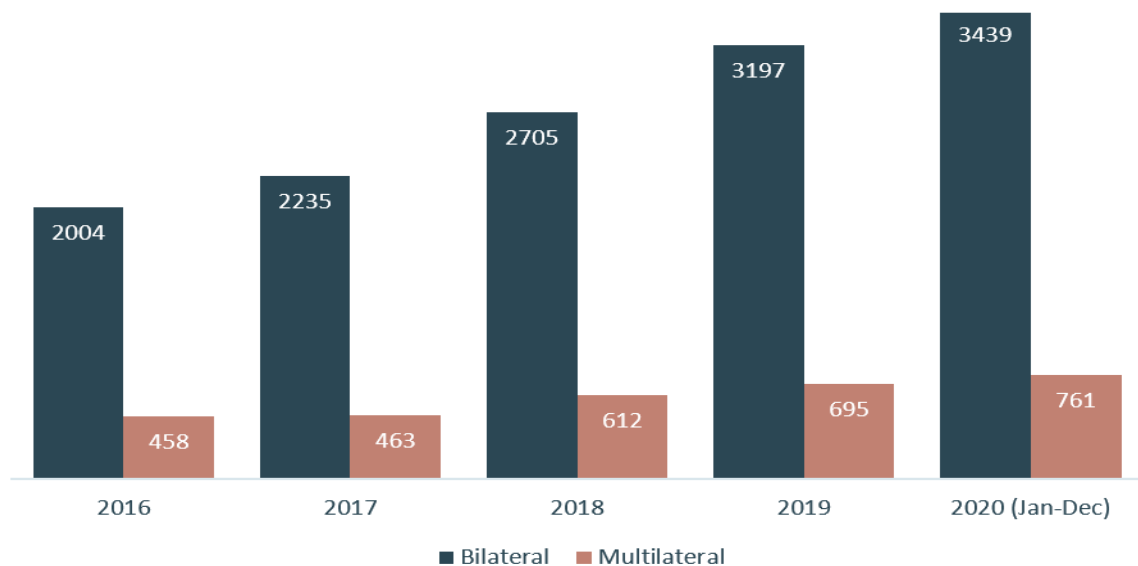




Eurojust continued attracting complex cases¹⁰ and the most notable examples are presented in the [Eurojust Annual Report 2020](#). The overview of cases by crime type is presented below:



The evolution of bilateral and multilateral cases is presented below:

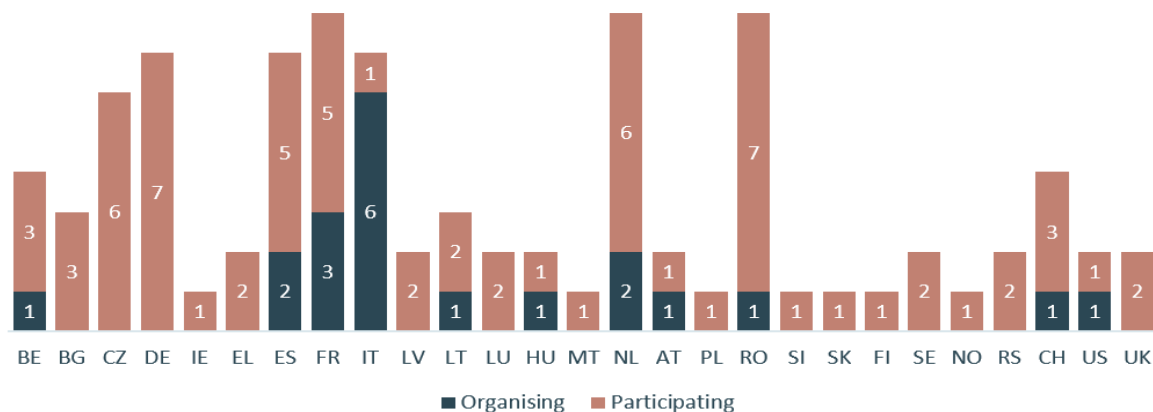


Eurojust continued to strengthen operational cooperation and increase of referral of cases by the Liaison Prosecutors, resulting in 291 new cases in 2020. This represents a 17% increase when compared to 2019, albeit due to the COVID-19 crisis, below the target initially set.

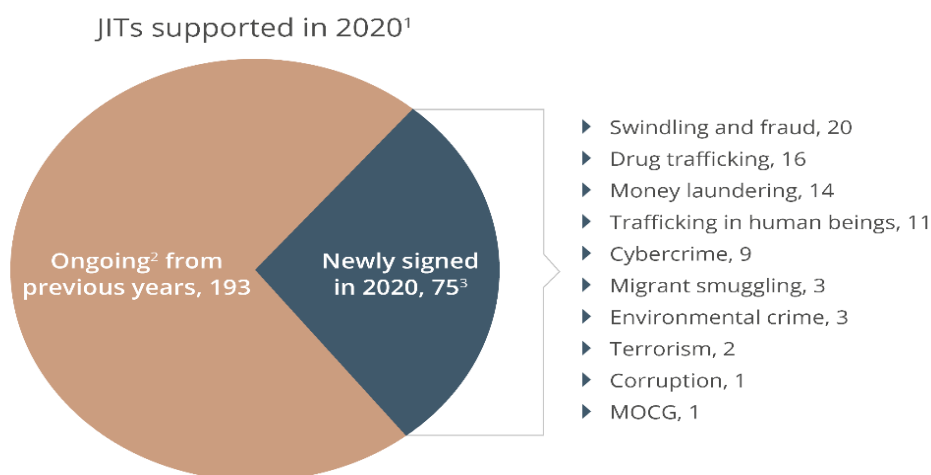
¹⁰ Cases falling under the transnational crime and key crime areas or cases involving more than two Member States.

The COVID-19 crisis had a considerable impact on the application of all judicial cooperation instruments. The execution of judicial cooperation requests that require cross-border movement or physical presence of persons, such as EAW and the extradition and transfer of sentenced persons were most affected. This was mainly due to the closure of borders and cancellation of flights. In 2020, Eurojust facilitated the execution of **EAWs** related to 572 new cases and 712 ongoing cases and supported the use of **EIOs** related to 1 772 new cases and 1 387 ongoing cases. Eurojust organised **371 CMs**, **19 CCs** and supported the establishment of **75 new JITs**.

The table below provides an overview of Member State involvement in CCs:



Eurojust provided legal, financial and/or operational support to **268 JITs**, a 0.7% decrease when compared to 2019 due to the COVID-19 crisis. To date, JITs continue to operate regularly in most Member States, with the main difference that travel and physical meetings are replaced by electronic communication. 75 JITs were established during 2020, and 193 were ongoing from previous years. The JITs active in 2020 focussed on a wide range of crime types, predominantly swindling and fraud, drug trafficking and money laundering. 127 of the JITs active in 2020 included the participation of a third State. An overview of the JITs supported in 2020 is presented below:



¹ Eurojust support to JITs includes financial and operational support. Of the 268 JITs supported, 115 were funded by Eurojust.

² As of May 2021. Due to the ongoing nature of the cases, these figures may change after the reporting period.

³ One JIT can deal with more than one crime type.

While several measures were taken to make sure that the assistance to form JITs, including access to funding, could remain fully available after the onset of the COVID-19 pandemic, the challenging global situation resulted in fewer funding requests than initially expected. Eurojust enabled funding to 184 applications, which represented a decrease of 36% in comparison with the number of applications received in the previous year. In total, Eurojust financially supported 115 JITs, of which 38 new JITs signed in 2020, to cover costs for travel, interpretation and translation, and the transfer of items seized during JIT operations. **Eurojust's financial assistance to JITs** amounted to EUR 1.5 M in 2020, comparable to that in 2019.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Number of CM	428	429	371	● ¹¹	Operational statistics
Numbers of CC	27	20	19	● ¹²	Operational statistics
Number of reports/analyses directly supporting cases (incl. case notes, legal and analytical deliverables, recommendations and advice on judicial cooperation tools)	800	750	777	●	Operational statistics
Number of Member States case referrals	3 643	3 210	3 865 ¹³	●	Operational statistics
Percentage of cases falling under priority crime areas	63%	60%	72%	●	Operational statistics
Number of Liaison Prosecutors case referrals	249	481	291	● ¹⁴	Operational statistics
Number of new JITs supported	103	122	75	● ¹⁵	Operational statistics
Percentage of new JITs that are funded	51%	75%	51%	● ¹⁶	Operational statistics

¹¹ The achievement of this KPI was impacted by the COVID-19 crisis.

¹² Idem.

¹³ The number of Member States' case referrals include 3 cases from the UK for the month of January 2020 when UK was still a Member State.

¹⁴ The achievement of this KPI was impacted by the COVID-19 crisis.

¹⁵ Idem.

¹⁶ Idem.

1.2 Provide qualitative feedback to and from casework

Eurojust's dedicated team of lawyers and analysts provided legal advice, analysis and operational assistance in the most complex cases. The total number of cases directly supported by this team was 519 compared to 655 in 2019. The reduction in cases supported in 2020 is a direct result of the COVID-19 pandemic and Eurojust's efforts, in the beginning of the restrictions imposed by Member States, to support practitioners and maintain business continuity. In total the team provided legal and analytical assistance to 287 CMs, all CCs and produced a total of 777 deliverables in direct support of casework.

Throughout 2020, Eurojust provided practitioners with the following judicial cooperation tools:

- The update of the overview of case law by the Court of Justice of the EU (CJEU) on the EAW and on the principle of ne bis in idem in criminal matters;
- The report on Eurojust's casework in the field of the EIO;
- The joint Eurojust-European Judicial Network report on the extradition of EU citizens to third countries; and,
- The *"Operation Cepheus Lessons Learned"*, presented during the European Judicial Cybercrime Network (EJCN) Plenary of December 2020. The document analyses the planning and execution of Operation Cepheus, highlighting a number of legal, practical issues and solutions related to direct covert gathering of electronic evidence across borders.

Eurojust also continued to deliver expert advice for the improvement of judicial cooperation in EU priority crimes based on its operational experience. The summary of reports/initiatives in crime areas in 2020 is as follows:

Terrorism

- Organisation of two online Expert Workshops that brought together judicial practitioners and counter-terrorism experts to share experiences and identify common legal and operational challenges in investigating and prosecuting offences committed by right-wing extremist and terrorist groups and lone actors;
- Publication of the 2020 Memorandum on Battlefield Evidence on the experiences of national authorities in using information gathered in conflict zones as evidence. The report was produced at the recommendation of the EU Counter-Terrorism Coordinator to update an earlier Memorandum produced in 2018. Eurojust continued its cooperation in this field with US partners;
- Contribution to the EU Terrorism Situation and Trends (TE-SAT) Report 2020, based on information on convictions and acquittals for terrorist offences and amendments to Member States' terrorism-related legislation;
- Operational follow-up and coordination of information submitted in the framework of the Counter Terrorist Register (CTR). In a dedicated meeting held on 8 October 2020, Eurojust and the Member States discussed challenges, best practices and the way forward with the implementation of the CTR; and,
- Issuing of the 2019 Eurojust Report on Counter-Terrorism presenting Eurojust's activities in the area of Counter-Terrorism, providing insights into cases Eurojust coordinated and identifying challenges and best practices.

Cybercrime

- Publication of the 2nd report of the observatory function on encryption, in cooperation with Europol. The observatory function on encryption, supported by European Cybercrime Centre (EC3, composed of Europol, Eurojust and the EJCEN), was proposed by the European Commission in 2017 to achieve an effective and genuine 'Security Union'. Following the 1st report published in 2019, the 2020 report provides an update of technological challenges and developments, as well as the existing legal landscape to address encryption in criminal investigations;
- Presentation of the casework-based perspective of Eurojust on cybercrime amid the COVID-19 pandemic at the multi-country Technical Assistance and Information Exchange workshop on security threats amid the COVID-19 pandemic; and,
- Publication of the *"Overview report – challenges and best practices from Eurojust's casework in the area of cybercrime"*.

Migrant smuggling and trafficking in human beings (THB)

To further strengthen the fight against migrant smuggling, Eurojust launched in April 2020 a Focus Group of Prosecutors and Investigative Judges Fighting Migrant Smuggling, bringing together practitioners specialised in the field and all actors in the security and criminal justice chain. The Focus Group serves as an important hub to regularly connect the key judicial actors at national level in the EU Member States, who are responsible for tackling migrant smuggling crimes and support their joint operational response. One of the fundamental aims is to establish a reinforced relation among practitioners in the field of smuggling migrants and to enhance the sharing of their expertise with the support of Eurojust.

Key activities of the Focus Group include:

- Sharing best practice from landmark migrant smuggling investigations;
- Analysing trends and new developments in the operating tactics by organised crime groups active in migrant smuggling;
- Studying the impact of shifts in migrant smuggling routes; and,
- Gathering input from judicial practitioners on current specific challenges and discussing the opportunities of judicial cooperation in fighting this cross-border crime.

At the first annual meeting, which took place online in November 2020, the Focus Group inter alia discussed new smuggling trends, practitioners' experience and the Eurojust casework report on sham marriages.

Economic crime

In addition to the extensive casework tackling economic crime, the Economic Crime Team of the College of Eurojust monitored the changing crime typologies of economic crime to collect, collate and rationalise lessons learnt and best practice from Eurojust's casework. Other ongoing projects focus on money laundering, corruption, investment fraud and mutual recognition of freezing and confiscation orders.

Environmental crime

The Report on Eurojust's Casework on Environmental Crime was published in January 2021 and provides a practitioner's perspective to the national and EU legislators and guides prosecutors at national and international level. The report showed that Eurojust's early involvement allows for effective coordination from the start of investigations, better exchange of information and the development of common strategies.

Intellectual property crime

In the field of Intellectual Property Crime, Eurojust hosted 3 high-level operations, where CMs and CCs supported the national authorities. As a result, Eurojust supported the disconnection of more than 6 000 servers and more than two million illegal subscriptions to unlawful IPTV services.

Eurojust continued the discussions about a closer cooperation with EUIPO and supported the EUIPO initiative to reinstate Intellectual Property Crime to the EMPACT priorities. In December 2020, the Commission gave its green light for the signing of a Service Level Agreement (SLA) with the EUIPO to enhance its effort and engagement in the fight against intellectual property crime. An amount of 750 000 euros will be allocated to Eurojust for this project over the next 3 years.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Percentage of completion of prioritised deliverables (incl. projects and meetings) in judicial cooperation and key crime areas within set deadlines	70%	100%	72%	● ¹⁷	Operational statistics

1.3 Eurojust's IT capabilities for operational information management

Eurojust continued to maintain and improve the on-site development environment used for improving custom developed operational tools and the deployment of new releases of these tools. In addition, Eurojust developed and implemented the necessary measures for compliance with the new data protection legal requirements. The most important actions in 2020 were:

- The completion of the implementation of all changes (17 implementation iterations) stemming from the new Eurojust Regulation (EJR) and data protection requirements stemming from the EJR and Regulation 2018/1725 in the systems handling operational data (e.g. CMS, Art.21 form, Art.17 form, Case Information Form (CIF), JIT system and Portal, etc.). The most important changes to the CMS regarding data protection requirements were the implementation of automatic deletion of data in the CMS, the logging of reasons for the searches in the CMS, the alignment of the list of data categories in the CMS with Annex II of EJR and the ongoing work on recording data transfers in the CMS on the basis of Arts. 58 and 59 of EJR;
- Progress in the discussions with DG JUST to include Eurojust in the workflow of e-Evidence Digital Exchange for the exchange of EIOs and Mutual Legal Assistance requests with Member States; and,
- Delivery of 7x37 National Desk specific monthly reports to all the National Desks and Liaison Prosecutors, 309 other statistical reports and 47 CMS trainings.

Eurojust continued improving the existing IT funding tools, such as JITs portal and JITs System. The developments and changes introduced take into account the new requirements of the EJR.

¹⁷ At the end of 2019, the College decided to deprioritise this area due to the need to redirect resources to casework support. The target will be reviewed in the future.

Eurojust completed the review of requirements for the new JITs funding electronic tool and continued the analysis of other tools, such as the Claim, the Reporting and the Statistics module.

Eurojust continued to pursue initiatives to ensure interoperability of the CMS for future information exchange with key partners, such as the EPPO, Europol and European Border and Coast Guard Agency (FRONTEX), and improve data exchange with national authorities while enhancing the quality of the information. Eurojust prepared a draft roadmap on Eurojust's data exchange with JHA partners and hit/no-hit system with Europol and a project proposal for a short-term solution. Subsequently, a kick-off meeting of the hit/no-hit Task Force was held at the end of 2020. Eurojust started work on producing a roadmap for data transformation, governance and strategy and a first presentation was delivered to the Eurojust Board for casework related ICT projects.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Current CMS fully operational	N/A	100%	100%	●	Quarterly KPI Report
New JITs funding electronic tool in place	1	1	Not met	● ¹⁸	Quarterly KPI Report
Produced roadmap for data transformation, governance and strategy	N/A	1	Not met	● ¹⁹	Quarterly KPI Report
Produced roadmap for interoperability (incl. communication with EPPO, FRONTEX and Europol)	N/A	1	Not met	● ²⁰	Quarterly KPI Report

¹⁸ The KPI was impacted by the changing priorities related to ICT operational projects/activities, including the implementation of technical requirements stemming from the EJR and BREXIT, and to Eurojust's contributions to Commission's Digital Criminal Justice study.

¹⁹ Idem.

²⁰ The KPI was impacted by the changing priorities related to Commission's Digitalisation of Justice vision and preparatory actions. Concerning the data exchange and "hit/no-hit" with the EPPO, FRONTEX and Europol, Commission's Digital Criminal Justice Study stresses the need to improve interoperability between JHA agencies. More major developments delivering significant improvements would be required; yet, these depend on the development of Eurojust's new CMS.

2. Continue developing operational cooperation with Eurojust's main operational partners

2.1 Develop operational cooperation with EPPO and European Anti-Fraud Office (OLAF)

The **EPPO Project team** worked extensively throughout 2020 to negotiate and draft a **working arrangement** laying out the detailed practical modalities of the cooperation between Eurojust and the EPPO in the fight against crimes affecting the EU's financial interests. The working arrangement entered into force on 12 February 2021 and will provide a solid foundation to a close cooperation with the EPPO as soon as EPPO becomes operational in the course of 2021.

The working arrangement implements the modalities of cooperation included in the Eurojust and EPPO Regulations, e.g. by regulating the exchange of information between the two organisations and Eurojust's support to the EPPO regarding judicial cooperation requests and decisions involving either Member States that do not take part in the establishment of the EPPO or third States.

The EPPO and Eurojust have agreed to establish liaison teams to enable seamless cooperation. The working arrangement provides for practical collaboration when it comes to participation in meetings, seminars and the training of staff members. Particular attention has been given to data protection, in close cooperation with the European Data Protection Supervisor (EDPS).

Finally, Eurojust has adopted two documents, which assist on the identification of Protection of the EU Financial Interests (PIF) cases and on a possible redirection of competence to the EPPO:

- Practical Information Note *"What constitutes a PIF crime?"*; and,
- Practical Information Note *"Eurojust's and EPPO's competences and obligations"*.

Eurojust has maintained cooperative relations with **OLAF** since 2008 to enhance the fight against crimes affecting the financial interests of the EU. Building on an upward trend in OLAF's participation in cases coordinated through Eurojust, OLAF took part in a JIT between Belgian and Romanian authorities that successfully unveiled a money laundering scheme associated with an EU-funded railway infrastructure project in Romania.

Indicators	2019 results (baseline)	Target	2020 result	Progress	Source of data
Timely adoption of appropriate working arrangements with EPPO in operational matters	N/A	2	Not met	● ²¹	Quarterly KPI Report

2.2 Further develop operational cooperation with Europol

Europol and Eurojust continued their close cooperation in operational work and strategic and analytical projects. The COVID-19 pandemic affected the implementation of some joint activities initially planned for 2020, such as the Eurojust-Europol exchange programme, or the third joint meeting of Eurojust Contact Points and Europol Analysis Projects, which had to be cancelled. For both initiatives, personal networking is a crucial aspect, and the two agencies agreed that a virtual meeting would not have met the expectations of the participants. However, regular meetings

²¹ The KPI was impacted from the delays in the EPPO establishment process as well as the COVID-19 crisis and its target date was shifted to Q1 2021.

between the Eurojust and Europol Contact Points took place as well as exchange of experience and facilitation of the cooperation in operational cases. Eurojust continues to provide support to EC3 and Joint Cybercrime Action Taskforce (J-CAT). When judicial intervention is detected by the Liaison Officer, Eurojust National Desks are always brought on and the judicial coordination is initiated between the National Authorities. Several CMs and CCs were organised as a result of the notification of the Liaison Officer to EC3.

Overall, both agencies quickly adapted to the exceptional circumstances, meeting via video-conferencing became a standard practice, and considerable results were achieved in 2020:

- National judicial authorities requested Europol to be a full partner in 37 large investigations coordinated through Eurojust in 2020, including the JIT to dismantle EncroChat, an encrypted phone network widely used by criminal networks;
- The Europol-Eurojust sub-group on reciprocal hit/no-hit access and secure communication made a proposal for a short-term implementation based on existing capabilities and a longer-term implementation based on a new CMS for Eurojust. The project proposal was endorsed by Eurojust in September 2020;
- Publication of the 2nd report of the observatory function on encryption in February 2020, containing an update on relevant statements or propositions made with respect to how judiciary and law enforcement can potentially cope with encryption and its related challenges;
- Adoption of a Technical Action Plan on Corporate Communication in December 2020, defining the work and responsibilities of each agency when communicating on major strategic joint products and initiatives;
- Organisation of two Eurojust-Europol Steering Committee meetings on strategic and operational matters in July and December 2020; and,
- Drafting of the Joint Annual Report Eurojust-Europol.

The two agencies organized two working group meetings on funding aspects to ensure a proper implementation of the **Memorandum of Understanding (MoU) on JITs funding**. The major points for discussion were: how to streamline the exchange of the information in order to avoid double funding of JITs, as well as following up on the Internal Audit Service (IAS) recommendations²². Furthermore, both organizations drafted a joint leaflet on funding possibilities, presented jointly during the 16th Annual Meeting of National Expert on JITs. To avoid possible double funding, throughout the year, Eurojust and Europol exchanged data on the supported JITs (quarterly) and supported JIT activities (on ad-hoc basis).

The first Joint Europol-Eurojust factsheet on the fight against **migrants smuggling** was published in 2020. Subsequently, the Europol European Migrant Smuggling Centre joined the Focus Group on migrants smuggling.

Collaboration of the two agencies was also enhanced in the framework of the **SIRIUS Project**. On 21 December 2020, Eurojust became part of the trilateral funding arrangement (together with the Commission and Europol), that extends the duration of the SIRIUS project until mid-2024 and allocates EUR 1.3M of funding directly to Eurojust. The contribution agreement was signed by both agencies in December 2020, and expands their partnership in supporting law enforcement and judicial authorities with cross-border access to electronic evidence. Within the SIRIUS project, Eurojust contributed to the development of the following deliverables:

²² More information regarding the IAS recommendations can be found in Part II (2.7.1) of this report.

- Co-organisation, together with Europol, of a three day series of Virtual Events bringing together representatives of law enforcement authorities, judiciary and industry in relation to intersecting topics of interest for the SIRIUS project. This was a substitute to the SIRIUS Annual Conference that could not take place due to the COVID-19 pandemic;
- Development of e-learning webinars together with JITs Network Secretariat available on European Union Agency for Law Enforcement Training's (CEPOL) e-learning platform;
- Presentation of the project during the meetings/events of the Coordinating Committee in the area of police and judicial cooperation in criminal matters (CATS), EJCEN, CyberEAST and United Nations Office on Drugs and Crime (UNODC);
- Development of 10 new guidelines and updating of 29 existing ones;
- Publication of an EU Digital Evidence Situation Report; and,
- Organisation of a workshop with the legal authorities of the United States of America (USA) and Ireland.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Number of cases with Europol	74	95	37	● ²³	Operational Statistics
Number of CMs with Europol	124	117	106	● ²⁴	Operational Statistics
Number of CCs with Europol	N/A	9	7	● ²⁵	Operational Statistics
First step of information exchange with Europol implemented (manual exchange over SIENA)	1	1	Not met	● ²⁶	Quarterly KPI Report

2.3 Further develop operational cooperation with FRONTEX

In the course of 2020, working-level meetings with FRONTEX continued with a view to resume negotiations of a working arrangement as soon as FRONTEX's Data Protection rules are in place and the FRONTEX Management Board gives its formal agreement to the working arrangement with Eurojust. In the meantime, the EDPS confirmed that Eurojust and FRONTEX will be able to exchange personal data, within the limits of their respective legal frameworks.

²³ The achievement of this KPI was impacted by the COVID-19 crisis.

²⁴ Idem.

²⁵ Idem.

²⁶ The KPI was impacted by the changing priorities related to ICT operational projects/activities, the implementation of technical requirements stemming from the EJR and BREXIT and to Eurojust's contributions to Commission's Digital Criminal Justice study.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Proportion of transmissions of case-related information by FRONTEX effectively followed up by Eurojust	N/A	100%	Working arrangements not in place	● ²⁷	Quarterly KPI Report

2.4 Continue to develop operational cooperation with third States and international organisations

In 2020, Eurojust continued to expand its international network, which by the end of the year reached 55 Contact Points. Uzbekistan, Sri Lanka, Mexico and Kosovo joined the network of Eurojust Contact Points for the first time in 2020. Following the conclusion of cooperation agreements with Eurojust, Serbia and Georgia appointed Liaison Prosecutors in 2020. The Liaison Prosecutor for Albania took up duties in January 2021.

An overview of Eurojust's international network at the time of drafting of this report is shown below:

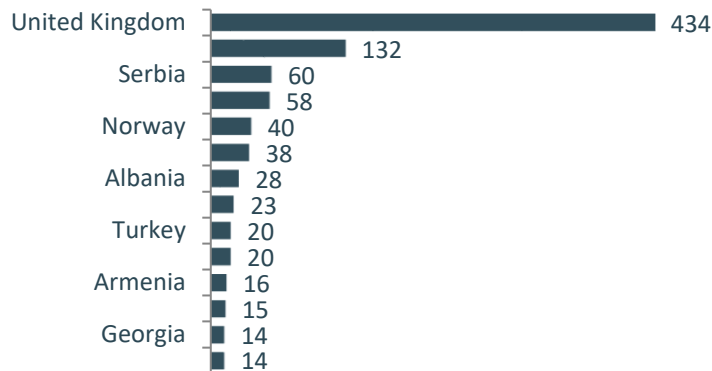


As of 1 February 2020, the status of the United Kingdom (UK) at Eurojust changed in line with the Withdrawal Agreement. An action plan with a number of specific steps to be implemented before

²⁷ The process and measures to transmit case-related information from FRONTEX to Eurojust were not established by the end of 2020.

30 December 2020 was devised to make this change possible and ensure continuity on operational matters. Work in preparation for the negotiations of a working arrangement with the UK started in November 2020 and is currently ongoing. A Liaison Prosecutor and Assistants for the UK were appointed as of 1 January 2021.

The third State participation in new Eurojust cases in 2020 is presented below:



On 28 May 2020, Eurojust and the **Ibero-American Network of International Legal Cooperation (IberRed)**, signed an Implementing Arrangement to their MoU focused on improving the exchange of information and its communication with judicial authorities in Latin America, via broader access to the Iber@ Secure Communication System.



In the framework of its cooperation with the **United Nations**, Eurojust co-developed the templates for voluntary preservation and production of electronic data with the Global Initiative on e-evidence of UNODC, Counter-Terrorism Committee Executive Directorate (CTED) and the International Association of Prosecutors (IAP). In addition, Eurojust enhanced its relations with the UNODC GLO.ACT project on trafficking in human beings and migrant smuggling. Eurojust received a written acknowledgement of its substantial contribution, as participant in the SIRIUS project, to the development of the updated version of UNODC/CTED/IAP's *"Practical Guide for requesting electronic evidence"*.

Eurojust participated as an observer in the **Council of Europe** Working Group on the use of information collected in conflict zones as evidence in criminal proceedings related to terrorist offences and in the Drafting Plenaries for the 2nd Additional Protocol to the Cybercrime Convention.

Based on the proposed **4-year strategy for cooperation with third States and international organisations** prepared by Eurojust, the Commission submitted on 19 November 2020 a recommendation to the Council for a decision authorising the opening of negotiations for cooperation agreements between Eurojust and 10 third States, namely: Algeria, Armenia, Bosnia and Herzegovina, Egypt, Israel, Jordan, Lebanon, Morocco, Tunisia and Turkey. The Council put forward a Decision that expands the list by three more countries, Argentina, Brazil and Colombia.

To further step up judicial cooperation on criminal matters between the EU and its SPC, Eurojust became the host of the next phase of the **EuroMed Justice Programme**. By linking EU Justice and Home Affairs Agencies and competent authorities in the Member States with the partner countries Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia, the Programme will enhance cross-border strategic collaboration in criminal matters and strengthen SPCs' capacities to engage in a more efficient cooperation. A Contribution Agreement with DG NEAR was signed on 18 March 2020 to regulate the financial contribution of EUR 5M to implement the programme. Throughout 2020, with the support of Eurojust administrative services, several recruitment and procurement procedures took place to set-up the project team and enable the Programme to start its activities. Following a successful inception phase that

lasted until December 2020, the EuroMed Justice Programme was officially launched with an opening conference on 2 and 3 February 2021.

Indicators	2019 result (baseline)	Target	2020 results	Progress	Source of data
Number of cases involving third States	689	394	854		Operational Statistics
Number of cases involving international bodies	87	101	40	 ²⁸	Operational Statistics

²⁸ The achievement of this KPI was impacted by the COVID-19 crisis.

Multi-annual strategic objective 2: Policy Work

Eurojust, as the EU centre of judicial and legal expertise, contributes to enhanced international judicial cooperation and criminal justice policy

SAA	2(a) Contribute to the EU internal security strategy and to measures concerning judicial cooperation in criminal matters
KPI	Number of Eurojust contributions to COSI documents
Source of data	Eurojust registry of contributions to COSI requests
Baseline 2017	4 contributions (10% of requests)
Target 2019-2021	24 during the period 2019-2021
2019 result	5
2020 result	16
Progress	In progress (on track)

SAA	2(b) Reinforce strategic cooperation with key partners
KPI	Timely implementation of the agreed actions stemming from the regular meetings with strategic partners (Europol, EPPO, FRONTEX)
Source of data	% of the actions implemented by Eurojust
Baseline 2017	N/A
Target 2019-2021	All actions implemented within agreed deadlines
2019 results	Europol: 81%, FRONTEX: N/A, EPPO: N/A
2020 result	Europol: 50%, FRONTEX: N/A, EPPO: 100%
Progress	In progress (at risk)

3. Provide advice and feedback to policy developments related to common internal security

3.1 Enhance the judicial cooperation element in the EU policy cycle based on Eurojust's expertise in casework

Following a successful evaluation of the pilot project started in 2019, the deployment of a **Eurojust Liaison Officer in Brussels** was confirmed by the College in 2020. The placement of a Eurojust Liaison Officer in Brussels contributed to forging a stronger partnership and sharing of information with key actors in the EU internal security chain, including relevant partners in the European Commission, relevant preparatory bodies in the Council of the EU, the Parliament Committee on Civil Liberties, Justice And Home Affairs (LIBE) and partner JHA agencies.

In 2020, Eurojust continued to regularly participate in COSI, CATS and COPEN meetings, making verbal contributions and presentations, and regularly providing contributions to policy documents and papers which were published as Council Documents on various topics of cross-cutting nature. This uninterrupted and consistent participation enhanced Eurojust's visibility and consolidated the important role of Eurojust in the security of the EU. In particular:

CATS meetings:

- Presentation of the judicial component of the SIRIUS project during the meeting of 24 February 2020; and,
- Participation in the JHA Counsellors Meetings on Encryption resulting in the Council Resolution on Encryption "Security through encryption and security despite encryption".

COPEN meetings:

- Presentation of the Joint Eurojust-EJN Compilation on COVID-19 impact on judicial cooperation;

- Presentation of the Joint Eurojust-EJN Report on Extradition of EU citizens to third countries;
- Presentation of the Report on Eurojust's casework in the field of the EIO;
- Participation in the COPEN meeting dedicated to the preparation of the Council Conclusions on the EAW; and,
- Participation in the COPEN meeting on data retention.

COSI meetings:

Eurojust contributed to the exchange of views and Council documents prepared and/or presented within the COSI community on the following topics:

- Impact of COVID-19 on internal security and judicial cooperation;
- EU Innovation Hub for internal security;
- Artificial Intelligence;
- Encryption;
- Secure exchange of information and Digital Criminal Justice; and,
- Developing and leading an EMPACT communication campaign to be launched in 2021, to raise awareness amongst national prosecutors, pursuant to a recommendation of the Independent Evaluation of the EU policy cycle endorsed by COSI.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Number of official contributions provided to EU bodies' working parties and expert groups (COSI, GENVAL ²⁹ , CATS, COPEN)	15	15	29	<div><div></div></div>	Quarterly KPI Report

4. Improve alignment in cooperation with key partners

4.1 Increase synergies with EU Institutions and relevant JHA Agencies and bodies

Throughout 2020, both Eurojust and **OLAF** worked on their respective bilateral relations with the EPPO. Once the EPPO becomes operational and the JHA landscape in the fight against PIF offences becomes clearer, there might be a need to update Eurojust's practical cooperation with OLAF and eventually conclude a new working arrangement. This would also take into account the new legal basis of OLAF. Meetings of the respective liaison teams continued throughout 2020, and in July, Eurojust organised a training session, via videoconference, for approximately 50 OLAF investigators. This included a hands-on exchange of best practices of judicial cooperation and explored ways to further enhance these practices. Eurojust and OLAF organised two additional

²⁹ GENVAL no longer exists.

sessions aimed at raising awareness on each other's mandate and cooperation possibilities. The 1st session was attended by over 60 OLAF investigators. The 2nd session was an interactive workshop on how to better enhance follow up to the Judicial Recommendations issued by OLAF where both Eurojust and OLAF panellists brainstormed on possible improvements. Several liaison team meetings took place via video-conference and the preparation of a training for Eurojust members in 2021 was discussed. Contacts have taken place between the Eurojust and OLAF Contact Points in order to facilitate cooperation in ongoing operational cases.

Eurojust continued its cooperation with the EU agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice (EU-LISA) in the context of the draft **Regulation on ECRIS-TCN**. ECRIS-TCN developments at EU-LISA were launched in the beginning of 2020 and continued throughout the year with the assistance of a dedicated Advisory Group. The Advisory Group met 12 times during 2020 and Eurojust participated as an observer. Internal preparations in Eurojust were initiated to ensure that National Desks will have access to the system and that Eurojust will be able to fulfil the role of contact point for third States and international organisations. A project proposal aiming to analyse the actions and deliverables needed to connect to ECRIS-TCN and fulfil Eurojust's role as contact point role was approved in the beginning of 2021 by the College.

In 2020, Eurojust chaired the **Justice and Home Affairs (JHA) agencies' network**, which celebrated its 10th anniversary. Following the proposal of Eurojust, the JHA agencies' network approved its 2020 Work Plan in January and selected two thematic topics: victims of trafficking and an assessment of the network. The pandemic had an impact on the implementation of the Work Plan. In April, the COVID-19 pandemic was introduced as a new third thematic topic and the activities regarding victims of trafficking and the assessment of the network were put on hold until autumn. In September, a revised Work Plan was issued. With the support of the network, Eurojust launched a questionnaire on victim's rights, among the JHA agencies. The input will be assessed in 2021.

Throughout 2020, the following meetings were organised and supported:

- Regular meetings of the Contact Points of the Network;
- Meetings of the Heads of the JHA agencies, one extraordinary meeting focused on the impact of the COVID-19 pandemic on the work of the agencies and one regular (annual) meeting.
 - The extraordinary meeting took place on 9 July 2020. The heads of the JHA agencies discussed the impact of the pandemic on their work and endorsed a Joint Paper on the COVID-19 response, which collected the individual and joint efforts of the JHA agencies to deal with the impact of the pandemic. The heads of the agencies also discussed the fundamental rights implications of government COVID-19 measures, the quick adaptation of organised crime to the changing circumstances and the recent surge in drug use, domestic violence and child abuse; and,
 - The annual meeting took place on 20 November and focused on digitalisation and the first exchange on artificial intelligence and digital capacity building, training tools and innovative learning. With the COVID-19 pandemic having served as a catalyst for teleworking and videoconferencing, the agencies agreed to explore avenues for closer cooperation to shape the digital future of law enforcement, border management and justice in full respect of fundamental rights.

In addition, seven experts' group meetings took place on data protection matters, communication, external relations, ICT security and training. Finally, a training on public access to documents was organised in Brussels in January 2020, with the support of DG JUST.

Eurojust continued to provide strategic contributions from a judicial perspective to the Operational Action Plans (OAPs) within **EMPACT**. Eurojust participated in 111 Operational Actions (OA), was co-leader in 7 OAs and attended the drafting sessions for the OAP 2021. On EMPACT FII, Eurojust was co-leader in 4 OAs (Cyber Attacks, Facilitated Illegal Immigration and Criminal Finances, Money Laundering and Asset Recovery). In this framework, Eurojust together with Portugal and Slovakia hosted a workshop on sham marriages where the different legal frameworks among the EU Member States were discussed.

Eurojust participated together with FRONTEX, Europol, OLAF and Interpol for the 1st time in the EMPACT JAD ARKTOS2. The JAD targeted illegal immigration, goods smuggling and associated document fraud. It concerned two OAs, *“Ursus 2020/ Facilitation of Illegal Immigration”* led by Finland and *“Baltic States focusing on organised crime groups smuggling of Excise goods”* led by Latvia. More information on Eurojust’s cooperation with FRONTEX can be found under point 2.3.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Number of new or revised cooperation instruments with external partners (incl. MoUs, Letters of Understanding, Letters of Intent, Administrative Arrangements, etc.)	0	3	3	<div></div>	Quarterly KPI Report

4.2 Further explore the strategic involvement of the existing networks

Due to COVID-19 crisis, the 2020 meeting of the **Consultative Forum** was cancelled. A Consultative Forum meeting jointly chaired by the four EU Presidencies of 2020 and 2021 (Croatia and Germany for 2020, and Portugal and Slovenia for 2021) will take place in October 2021. An evaluation of the format and content of the Consultative Forum was initiated in 2020, but was put on hold until 2021.

Eurojust supported and enhanced its operational and strategic cooperation with the hosted networks (EJN, JIJs Network, Genocide Network and EJCEN) and ensured full operational continuity in their work during the COVID-19 crisis.

In addition to the compilation regarding the impact of COVID-19 on judicial cooperation in criminal matters, Eurojust and the **EJN** worked together on a report on the practical application of the case-law of the CJEU regarding the extradition of EU citizens to third States and in identifying the competent authorities for issuing and executing EAWs. Furthermore, Eurojust and the EJN published the translations of the guidance on the practical application of the EIO which identifies best practice related to the four main phases of the lifecycle of an EIO (issuing, transmission, recognition and execution phase). EJN has also contributed to the SIRIUS EU Digital Evidence Situation Report jointly with Eurojust and Europol.

The **EJN** holds at least 3 plenary meetings every year to allow contact points to get to know each other and share experiences, particularly concerning the operation of the Network and to provide a forum for discussion of practical and legal problems encountered by the Member States in the context of judicial cooperation. The 41st Regular meeting of the EJN under the Croatian Presidency

was held at the Eurojust premises in February 2020. The main discussions focused on the interoperability between judicial and law enforcement authorities. Due to the COVID-19 crisis, the two scheduled plenary meetings in Germany and Croatia had to be cancelled. Other online events took place to continue facilitating judicial cooperation in criminal matters with particular focus on topics related to COVID-19 restrictions, impact of the CJEU case law and on cooperation with other regional networks around the world.

Eurojust, with the support from the **JITs Network Secretariat**, developed important promotional tools for practitioners to facilitate the use of JITs such as the JIT Factsheet and the informational video on JITs and Eurojust's support. Additionally, Eurojust supported the JITs Network Secretariat in the development of a specific informational video on the JITs Network and its role in supporting JITs practitioners.

The COVID-19 pandemic clearly demonstrated the evolving need for digitalisation of cross-border judicial cooperation, including JITs. The **16th Annual Meeting of National Experts on JITs**, that took place online, therefore focussed on how to enable the further digitalisation of investigations. The experts discussed the need to have a secure and fast exchange of information and evidence within the scope of a JIT. This fitted well with the proposal by the European Commission in December 2020 to establish a Joint Investigation Teams Collaboration Platform as part of a new digital justice toolbox.

The **Third JIT Evaluation Report**, published in 2020, provides an overview of 99 evaluation forms received by the JITs Network Secretariat from November 2017 until November 2019. The Report offers extensive information on best practices experienced by practitioners in the setting up and operational phase, as well as specific challenges, for instance working with countries that are not party to the JIT agreement, and issues concerning the relations between the effectiveness of a JIT and the execution of instruments based on mutual recognition, i.e. EAW. The report pays particular attention to the supporting roles of Eurojust and Europol in the entire process of the setting up of and working with JITs. For this Report, close interaction was ensured between Eurojust and the JITs Network Secretariat. The chapter on Eurojust's experience in JITs with third States shows that JITs are becoming increasingly successful in relation to involvement of third States. To further collect best practices in the use of JITs and assess their outcome, Eurojust, together with the JIT Secretariat, continued to support evaluation meetings, collect JIT evaluation forms completed by national authorities, assess the national case – law related to JITs and evaluate Eurojust's experience in this field.






The **EJCN** held two online plenary meetings in June and December 2020. The June plenary focussed on support to victims of malware, which often are spread over many countries. Topics included the various legal and practical aspects of remediation for victims of malware and similar cases of cybercrime and solutions to help those with infected computers. During the December plenary, discussions were held on the 2nd Additional Protocol to the Budapest Convention, on the latest developments in the Sirius Project, with the presentation of the Digital Evidence Report and on lawful access to encrypted digital evidence, with a reference to the EncroChat case. Additionally, discussions were held on the topic of virtual currencies followed by the presentation of the *"Virtual Currencies Guide for Judicial Authorities"*.

The **Genocide Network** and Eurojust delivered several joint products, such as the Expert Report on Cumulative Prosecution of Foreign Terrorist Fighters (FTFs) for Core International Crimes and Terrorism-related Offences, the Factsheet on Supporting Judicial Authorities in the Fight against Core International Crimes and the Memorandum on Battlefield Evidence. In addition, the Genocide Network was involved in two operational cases in 2020.

Cumulative prosecution of FTFs was also the main theme of the 2020 edition of the **EU Day against Impunity**, organised online on 23 May. The COVID-19 restrictions led to an alternative format in the form of recorded keynote statements, launched via Eurojust's YouTube channel.

Prosecutors from three EU Member States presented cases that illustrate possibilities for national authorities to charge returning FTFs simultaneously for terrorism-related offences, such as membership of a terrorist organisation, and war crimes of pillage, slavery, enlisting child soldiers or inhumane treatment. Further charges could include crimes against humanity or the crime of genocide.

The **29th Genocide Network's plenary meeting**³⁰, organised online via the Eurojust communication platform, focused on war crimes and crimes against humanity committed in the context of an armed conflict in Libya and explored interlinkages with other crime areas, such as illegal migration, embargo violations and terrorism.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Number of Eurojust/Genocide Network Secretariats common products	N/A	1	4		Quarterly KPI Report
Number of Eurojust/EJN Secretariat common products	5	2	5		Quarterly KPI Report
Number of JIT evaluations submitted to Eurojust	69	15	15		Quarterly KPI Report
Number of Eurojust/JIT Network Secretariats common products	15	5	3	 ³¹	Quarterly KPI Report
Positive feedback by the Consultative Forum participants on logistical support and content	N/A	Average rating of logistics and content by participants to be excellent / good	Consultative Forum did not take place in 2020		Quarterly KPI Report

³⁰ Due to the restrictions imposed following the COVID-19 pandemic, only one Genocide Network's plenary meeting took place.

³¹ The achievement of this KPI was impacted by the COVID-19 crisis.

Multi-annual strategic objective 3: Organisational development

Eurojust is a dynamic and effective organisation

SAA	3(a) Ensure effective organisational structure and processes
KPI	Increase ratio of staff working on operational versus administration and support activities
Source of data	Eurojust annual job screening exercise
Baseline 2017	Operational: 63.5%, Non-operational: 36.5% (Administrative support and coordination: 29.4%, Neutral: 7.1%)
Target 2019-2021	Increase by 3% resources devoted to operational activities (Align the Agency with the European Commission 2017 results: Operational: 66.2%, Non-operational: 33.8%)
2019 result	6% increase of the resources devoted to operational activities Operational: 69.5%, Non-operational: 30.5% (Administrative support and coordination: 23.1%, Neutral: 7.4%)
2020 result	6.3% increase of the resources devoted to operational activities Operational: 69.8%, Non-operational: 30.2% (Administrative support and coordination: 24%, Neutral: 6.2%)
Progress	In progress (on track)

SAA	3(b) Ensure excellent communication capacities
KPI	Strategic Eurojust messages taken up by the main media outlets (on-line, print, AV channels)
Source of data	Media monitoring/analysis of coverage
Baseline 2018 ³²	26,840
Target 2019-2021	Increase of the percentage of media that have been proactively informed by Eurojust news and that have taken up at least one key message
2019 result	65% increase (44,400)
2020 result	4% increase (27,829)
Progress	In progress (on track)

5. Eurojust's organisational efficiency and ensure the smooth implementation of the Regulation on Eurojust, as well as relations with the European Public Prosecutor's Office

5.1 Ensure smooth implementation of the organisational changes stemming from the new Regulations on Eurojust and the EPPO

Implementation of the Eurojust Regulation (EJR)

In application of the EJR, the Executive Board was established in January 2020 to assist the Eurojust College in its management functions. The Executive Board is chaired by the President of Eurojust and comprises the Vice-Presidents of Eurojust, a representative of the European Commission and two other members of the College appointed under a two-year rotation system. It oversees the necessary preparatory work of the Administrative Director on administrative matters for adoption by the College and takes administrative decisions in accordance with Article 16 of the EJR. Its first meeting took place on 20 January and met 23 times in the course of 2020.

The establishment of the Executive Board had a big impact on the overall governance structure of Eurojust. Extensive work was undertaken to devise new workflows between the College and the Executive Board and to revise relevant College Decisions, internal workflows and the

³²2018 baseline used in absence of data in 2017.

mandates of the College substructures. A new College Decision on the adoption of rules for implementing Regulation (EC) No 1049/2001 on public access to documents was adopted on 9 July 2020. Finally, a workflow for the adoption of College documents, a proposal to adopt a new College Decision on the College Working Groups and an Annex to that College Decision with their revised mandates is currently under internal revision before submission to the College. Three additional workflows on internal projects, external projects and contributions to external stakeholders are being revised in line of the new governance structure, but also with the aim to enhance administrative efficiency and streamline the current business processes.

The situation created by the COVID-19 pandemic led to the need to amend Eurojust's Rules of Procedure with a view to ensuring institutional business continuity. The Advisory Group on Organisational Development and its Extended Working Group on the Rules of Procedure were mandated by the College to define:

- The conditions under which College could meet with the use of electronic means (videoconferencing);
- The decision making/voting process under such conditions; and,
- The procedure for the elections.

The Extended Working Group prepared draft amendments to Articles 2, 3 and 5 of the Rules of Procedure, allowing the College to hold meetings using videoconference when extraordinary events or circumstances beyond its control ("force majeure") prevent the College from meeting at the seat of Eurojust or at another location at the proposal of the President. The amendments were then approved by the Council by Implementing Decision (EU) 2020/1114 of 23 July 2020 and adopted by the College on 24 July 2020.

Since 27 November 2020, English is officially the working language of Eurojust. The College has implemented the requirements of Article 71(2) of the EJR and has adopted, by two-thirds majority, the College Decision 2020-08 on Eurojust's internal language arrangements. These language arrangements are without prejudice to the multilingual regime applicable to Eurojust in its relations with the Member States and the citizens of the EU.

Cooperation with the EDPS

With effect from 12 December 2019, the EDPS is responsible for monitoring and ensuring the legality of Eurojust's data processing activities. During 2020, the Eurojust Data Protection Officer (DPO) had five bi-monthly meetings with the EDPS. On 16 January, the EDPS gave two presentations to Eurojust post holders on the mandate and tasks of the EDPS and on personal data breaches. A kick-off visit for the supervision of Eurojust by the EDPS took place on 17 and 18 February and interviews were held with staff and National Members concerning the architecture and functioning of the CMS and its practical use by National Members. During 2020, the EDPS carried out a check on the register of all records of processing activities, publicly available on the Eurojust website and drawn up in compliance with Article 31 of Regulation 2018/1725 and Article 35 of the EJR. In July, the EDPS evaluated the register as almost fully compliant. Ten data breaches were notified by Eurojust to the EDPS during 2020, which were followed up by the EDPS.

Upon the request of the EDPS, Eurojust carried out a mapping exercise of all data flows done by Eurojust to third countries and submitted its report to the EDPS in November 2020.

During 2020, Eurojust hosted the three meetings of the DPOs of the JHA Agencies. Among the topics that were dealt with were the rules on application of Article 25 of Regulation 2018/1725, the DPO Implementing Rules, the new legal framework applicable at Eurojust since 12 December 2019, experiences regarding data breaches as well as the cooperation with the EDPS and the DCJ project. In addition, the DPOs discussed the many issues linked to the COVID-19 pandemic, which

had to be dealt with by the agencies. At their last meeting, on 7 December, the DPOs of the JHA agencies issued a Joint Statement related to the challenges faced by the DPOs during the pandemic. The DPOs brought to the attention of the EDPS the need for strong support and guidance when taking positions in dealing with this array of issues and underlined the importance of the timely and specific guidance of the EDPS for a coordinated and efficient management of the pandemic by EU organisations.

More information regarding Eurojust's cooperation with the EPPO can be found under point 2.1.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Percentage of organisational/governance changes identified in the EJIR implementation plan timely completed	100%	80%	56%	● ³³	Quarterly KPI Report

5.2 Further improve Eurojust's organisational efficiency and flexibility to meet operational needs

ICT developments

Following re-prioritisations after the start of the COVID-19 pandemic, Eurojust delivered all defined ICT organisational projects including video conferencing and teleworking. The existing infrastructure for secure remote connections enabled Eurojust to switch to teleworking seamlessly when the Eurojust building became unavailable because of the lockdowns triggered by the pandemic.

The expansion of the video conferencing solution enabled additional options for the exchange of information with national authorities when physical CMs were not possible due to travel limitations. The deployment of secure teleworking capabilities ensured the continuity and efficiency of business processes despite the limitations caused by the pandemic. In total, Eurojust held 242 CMs via video conference, as opposed to 30 in 2019.

In addition, investments were made in the core ICT infrastructure to ensure the continued delivery of services and the hosting of new services as part of the DCJ initiative.

Internal communication

Based on the survey on internal communication conducted in 2019, an action plan was adopted in 2020. Implementation started with redesigning of the internal newsletter and setting up a central information point for COVID-19 related news and documentation.

MAS 2022-2024

In 2020-2021, Eurojust has been defining its MAS for the period 2022-2024, in consultation with its stakeholders. The draft MAS includes an updated mission statement and vision to reflect Eurojust's new Regulation and future ambitions. The MAS will be finalised in 2021.

³³ The achievement of this KPI was impacted by the COVID-19 crisis. 10 out of 18 actions linked to the entry into force of the EJIR were finalised. The remaining 8 actions are ongoing.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Percentage of budget implementation	99.88%	> 95%	99.99%	●	Budget Performance Dashboard
Rate of outturn	99.9%	>/= baseline year (99.9%)	99.98	●	Budget Performance Dashboard
Percentage of cancellation of payment appropriations	4.7%	< 5%	0.4	●	Quarterly KPI Report
Percentage of payments executed within legal deadlines	81.9%	>/= baseline year (74.75%)	81.9	●	Budget Performance Dashboard
Further decrease of CM cost	6 179	5 900	3 054	● ³⁴	Budget Performance Dashboard
Percentage of new Internal Control Framework Principles adopted	All ICF principles adopted	100%	100%	●	Quarterly KPI Report
Timely submission of draft programming document	100%	100%	100%	●	Quarterly KPI Report
Vacancy rate	1.90%	< 2%	1%	●	Quarterly KPI Report
Percentage of AWP KPIs achieved	52%	80%	48% ³⁵	● ³⁶	Quarterly KPI Report
Number of days spent on wellbeing activities	N/A	40	11.5	● ³⁷	Quarterly KPI Report
Number of complaints under Article 90(2) Staff Regulations	2	< 4	7	● ³⁸	Quarterly KPI Report

³⁴ This KPI highly benefited from the shift to virtual meetings, as part of Eurojust's response to the COVID-19 crisis.

³⁵ This percentage has been calculated over the relevant and measurable KPI of the 2020 AWP.

³⁶ The KPI was heavily impacted from delaying/suspending activities, reduced demand for Eurojust's operational services/judicial cooperation tools and changing organisational priorities due to the COVID-19 crisis.

³⁷ The achievement of this KPI was impacted by the COVID-19 crisis. Well-being programmes were delivered via video-conferencing in short sessions (ranging from 1 – 4 hours/each) compared to half and full day session organised in-person.

³⁸ The results include complaints received from internal and external parties, which are to a high extent outside Eurojust's control.

Reduction of time to fill posts	N/A	3 months	94.5 days	● ³⁹	Quarterly KPI Report
Timely definition of Eurojust's strategic vision for 2022–2024	N/A	By Q3	Not met	● ⁴⁰	Quarterly KPI Report
Percentage of timely implemented actions planned for the specific year to address IAS recommendations and ECA observations	2 IAS recommendations rated Important remain open (9 in total) ⁴¹	100%	73%	● ⁴²	Quarterly KPI Report
Percentage of staff satisfaction based on satisfaction/engagement survey conducted	N/A	Average staff satisfaction when compared with EU agencies staff satisfaction	Staff satisfaction survey postponed to Q1 2021	●	Quarterly KPI Report
Number of audit findings related to reliability of annual accounts	0	<= 1	0 ⁴³	●	Quarterly KPI Report

6. Efficiently use communication capabilities to support operational and strategic goals

6.1 Effectively communicate Eurojust's successes and added value to stakeholders

In 2020, Eurojust implemented the **External Communication Action Plan 2020**. Activities included:

- The successful and timely delivery of the new Eurojust website that went live in October. The new website is modern, clearly structured and user-friendly and was enriched with new content, enhanced functions, greater flexibility and a powerful search tool. The website received on average 21 782 unique visitors per month in the first 3 months of use;
- The launch of Eurojust's YouTube channel and subsequent publication of 57 videos, achieving 26 872 views. Eurojust gained just over 10 000 new followers / subscribers on the three social media channels (LinkedIn, Twitter and YouTube). The video channel made it possible to publish a series of videos on the virtual EU Day Against Impunity and the recordings of the virtual open day in October. A series of tutorial videos were created for practitioners on the main services Eurojust offers and another series offers a virtual

³⁹ The achievement of this KPI was impacted by the COVID-19 crisis, in particular due to the time required to fully digitalise the selection process.

⁴⁰ A first draft was prepared and reviewed by the Executive Board and College sub-structures and used as the basis for the AWP 2022 and the SPD 2022-2024.

⁴¹ In 2019, ECA observations were not monitored.

⁴² More information regarding the progress on this KPI can be found under Part II.271 and II. 272.

⁴³ The result of this KPI is based on the verification of the annual accounts by an independent external auditor in February 2021. ECA's opinion on the reliability of the accounts is subject to confirmation by ECA of the reliability of the independent auditor's results.

tour of Eurojust for a more general audience. These videos are subtitled in all official languages;

- Continuing to pursue media attention for Eurojust activities and results and to provide more information to judicial practitioners, EU policy makers and citizens on its successes and added-value in achieving the EU security agenda. Eurojust was mentioned 11 439 times in regular media (print, television, radio and online) and there were 16 390 mentions on social media. This was a result of 3 press events, 94 press releases and news items, and over 500 social media posts;
- Organisation of a Virtual Open Day event, part of the Just Peace Month, an initiative of the Municipality of The Hague to highlight the important work of international organisations and their contributions towards global peace, justice and freedom. Almost 300 participants from 34 countries virtually walked through the Eurojust building on 17 October 2020; and,
- Participation in the Feel at Home in the Hague fair, a celebration of the uniquely connected and cosmopolitan community of The Hague.

The travel restrictions imposed by the Member States due to the COVID-19 crisis had a significant impact in the implementation of **Eurojust's outreach strategy**, whose aim is to promote the work of Eurojust to the Member States. From the 80 planned study visits, allowing practitioners from the Member States to come to Eurojust in order to gain practical knowledge on its functioning, only 9 were organised. The National Desks were able to organise only 1 of the 6 planned national workshops in 2020, to explain Eurojust's services and supporting role to national authorities and promote its tasks, responsibilities and added value. In addition, regular visits of members of the National Desks to national authorities to discuss case-related matters and/or mutually update each other on policies and/or developments were limited.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of data
Unique visitors to website	N/A	40 000	86 460 ⁴⁴	●	Quarterly KPI Report
Number of media mentions of Eurojust	N/A	29 000	27 829	● ⁴⁵	Quarterly KPI Report

6.2 Ensure organisational knowledge use, distribution and retention

Eurojust continued to improve its capabilities for knowledge retention from casework by using the **CIF** to collect, store and access information containing no personal data in relation to Eurojust cases in a structured and systematic manner. The aim is to enable National Desks to draw from the experience, lessons learned and best practice and ultimately to increase Eurojust's role as a centre of expertise in judicial cooperation in criminal matters. In 2020, a total of 544 CIFs were created and/or modified with new data, compared to 428 in 2019. The increase is partly due to the introduction of a pilot project to retain knowledge at Eurojust. The pilot project was finalised and evaluated positively by the College in 2020 and was subsequently rolled out to all National Desks in 2021. The outcome of this pilot project showed that, by systematically retaining qualitative information on cases, it is possible to identify judicial cooperation issues across

⁴⁴ Due to the roll-out of the new Eurojust website in the course of 2020, the final 2020 result is based on the information extracted from the old website for the period January-September 2020 and an extrapolation until December 2020.




⁴⁵ The KPI was impacted by the COVID-19 crisis. In particular, it was not possible to organise press visits and while some press conferences/briefings took place, they were less suited for building meaningful relationships with journalists. COVID also dominated the news as a topic, making it more difficult to get mentions for other subjects.

National Desks, the general nature of which is not necessarily apparent to the National Desks handling the specific cases. Subsequent analysis of these issues can be later used at different levels:

- Operational, to retrieve lessons learned, which can be useful in future cases; and,
- Strategic, to report about judicial cooperation trends and identify topics for further analysis.

Eurojust published over 20 technical reports, four factsheets, five tutorial videos and four issues of its quarterly newsletter in 2020. These were all published on the website and social media channels and distributed as appropriate to national authorities and EU partners. The newsletter had 858 subscribers at the latest issue.

The internal Knowledge Management Interface (KMI) database was maintained in 2020, with over 600 new items added and consulted over 1 000 times in the year.

Indicators	2019 result (baseline)	Target	2020 result	Progress	Source of Data
Number of consultations of knowledge management tools	1 763	50	1 022		Quarterly KPI Report
Number of downloads of public products delivered to targeted audiences	176	200	37 907		Quarterly KPI Report
Structured archive in place, in line with the retention policy	Project not started	1	0	 ⁴⁶	Quarterly KPI Report

⁴⁶ A proposal for the implementation of a records management system at Eurojust was submitted in April. However, the KPI was impacted from changing priorities related to the COVID-19 crisis.

Part II. (a) Management

2.1 Management Board

When the COVID-19 crisis started in March 2020, College meetings were initially interrupted for a month to adapt to the new working methods. Four College meetings were cancelled between March and April. As of late April 2020, College meetings resumed through videoconference, at the same frequency as before the pandemic. In total, the College held six physical meetings, and 18 videoconferences, covering both operational and management matters. Noteworthy decisions adopted by the College were the rules on the organisation of College meetings and elections using technical means due to the COVID-19 crisis, the Code of Ethics for the members of the College and the Executive Board of Eurojust, Eurojust's internal language arrangements, rules on public access to documents and the amendment of the rules of procedure of Eurojust.

2.2 Major developments

COVID-19 response

The Eurojust administration responded quickly to the COVID-19 crisis and immediately activated its business continuity plan (BCP). Eurojust has in place a BCP that covers all time-critical services. The BCP was activated on 6th of March by a Decision of the Administrative Director as an immediate response to the situation in the Host Country. A Business Continuity Team (BCT) was formed and, based on its recommendations, the Administrative Director adopted several measures to counter a potential impact of the pandemic to the organisation, inter alia a closure of the building and general teleworking with only crucial staff working from the premises.

On 12 March 2020, staff were informed by email that with effect from the following day, all post-holders were expected to telework unless their job required access to the building. Eurojust staff was immediately operational, as they had already been provided with laptops following the implementation of the teleworking Implementing Rule in 2018. Staff and managers were encouraged to approach the organisation of work flexibly and to take into account different home and childcare needs. In addition, throughout the pandemic, staff were encouraged to make use of annual and parental leave possibilities where this would assist them.

Data protection issues were considered regarding the emergency measures put in place to deal with COVID-19 issues, such as the assessment of IT tools and software for secure teleworking and video-conferencing. Specific issues regarding the processing of special categories of data concerning health were also considered, regarding the policies on contact tracing and temperature checks. Following the consideration of these issues and taking into account the EDPS guidance, Eurojust decided not to process any personal data related to temperature checks.

The BCT met regularly throughout 2020 and focused on business continuity for operational support, safe working conditions for the post-holders that had to be present in the premises, COVID-19 contact tracing and teleworking support. A dedicated page was created in the Eurojust intranet with all COVID-19 related resources. The BCT drew up a phased "*Return to the office plan*" to enable a gradual increase in staff physical presence in the premises, when the COVID-19 situation allows. Eurojust was able to move from the limited 10% presence, into phase 2 in the summer of 2020 and gradually increase presence to around 25%. However, although it was planned to move to a 50% rotation system from September 2020, rising case numbers in the Netherlands did not allow it and Eurojust returned to phase 1.

Throughout the year, a number of activities and initiatives were undertaken to assist post-holders in dealing with the COVID-19 pandemic. In particular:

- Organisation of three pulse surveys to identify the most important issues post-holders were faced with, followed by appropriate action plans;
- Organisation of online sport sessions for all post-holders;
- Financial support to lower graded staff for the purchase of ergonomic equipment;
- Provision of standard workspace equipment (screen, keyboard, mouse, web cam, headset and USB hub) to those post-holders that requested it;
- Online workshops on how to cope with change;
- Online All Staff meetings; and
- Online social initiatives organised by the Eurojust Social Association.

Digitalisation of criminal justice cooperation

During 2020, Eurojust had a significant contribution and close cooperation with DG JUST for the completion of the [DCJ study](#). The study identified seven new solutions to fulfil the needs of judicial practitioners in terms of digital tools and information exchange, including, a redesigned CMS for Eurojust with a module for CIF, CTR and JITs Tool. The subject of hit/no-hit with EPPO, FRONTEX and Europol (amongst other agencies and bodies) and the need to improve interoperability between JHA agencies was also assessed and included in the recommendations. The study also identified the funding needed for the implementation of the proposed solutions.

The results of the study were mentioned in the [Communication on Digitalisation of justice in the European Union](#), issued by the Commission in December 2020. The Commission highlighted in its communication that the modernisation of digital tools for judicial cooperation and information exchange in criminal investigations and proceedings across the EU is crucial in the light of evolving security threats and the pace of technological change. The communication proposed a toolbox of measures targeted at fostering digitalisation of justice with the aim to improve access to justice and the efficiency of justice systems. The Communication recommended the upgrade of digital tools for judicial cooperation and identified funding opportunities for the digital transformation process in the context of the 2021-2027 MFF. In particular, the Commission's Communication endorsed the update of the Eurojust CMS to allow its proper functioning and ensure it addresses the needs of its users. In addition, the Commission will establish a Task Force to improve possibilities for data exchange and hit/no-hit between Eurojust and its partners, to help in identifying links between ongoing investigations and prosecutions. The Commission also announced legislative initiatives on digital information exchange on cross-border terrorism cases and on the establishment of a JITs Collaboration Platform.

EU MFF 2021-2027

The new EU MFF will influence Eurojust's capacity and flexibility to respond to the increasing challenges in the area of security and justice as well as its ability to accommodate the operational work growth. The European Parliament and Council agreement on Eurojust's resources under the new MFF 2021-2027 reflects an appreciation for the agency's added-value and ever-increasing resource needs. The new MFF programming supports an average annual budget growth well above the initially proposed 2% deflator. However, it does not foresee any establishment plan reinforcement and thus maintains the current human resource constraints. Whilst the MFF has secured a more than satisfactory budgetary envelope for the 2021-2027 period, the lack of associated human resource to implement the ambitions set for the Agency may have an impact on Eurojust's future operations. Given the projected operational growth and the resource constraints under the MFF 2021-2027, Eurojust remains committed to the continuous improvement of its administrative and operational efficiency. It will continue to closely monitor, assess and optimise its structure, services, processes, activities and resource allocation.

2.3 Budgetary and financial management

Eurojust's 2020 budget was voted in the amount of EUR 41.7 M, which was EUR 2 M less than Eurojust's initial request. Consequently, Eurojust assigned negative priorities to a number of activities of the 2020 AWP. However, the unforeseeable COVID-19 crisis had a crosscutting impact on the agency's operations and the planned budget implementation in 2020. COVID-19 affected negatively certain key operational workload drivers, thus alleviating the initial budget constraints and creating unexpected surpluses mainly in operational areas (e.g. coordination and other Eurojust meetings, translations, missions, JIT grants). This enabled Eurojust to achieve further efficiencies in its services and processes, for instance a shift to virtual meetings, and to invest in other areas that were affected by prior years' budget constraints and required reinforcement in the context of the COVID-19 crisis, particularly ICT infrastructure.

As a result of the continuing uncertainty, planned transfers were phased towards the end of the year which resulted in significantly increased carry-overs to 2021, with Eurojust transferring EUR 5.1 M (compared to EUR 1.4 M in 2019) and carrying-over to 2021 EUR 6.2 M of non-differentiated commitments with the associated payment appropriations (compared to EUR 3.7 M in 2019). Eurojust implemented 99.99% of the EUR 41.7 M final budget, excluding external assigned revenue, with only EUR 4 K unused, and cancelled only 4.7% of the respective 2019 carry-overs of EUR 3.7 M. The payment rate of these commitments equalled 85.08%, which was lower than in 2018 and 2019. This decrease reflected the high-value purchase orders placed in the last quarter for ICT investments (Titles 2 and 3) and building maintenance projects (Title 2) as a result of the phased transfers stemming from COVID-19 surpluses.

Title	Final budget (EUR)	Committed (EUR)	Committed / final budget (%)	Paid (EUR)	Paid / committed (%)
Title 1	21 408 161	21 407 765	100.00%	21 161 291	98.85%
Title 2	9 087 408	9 087 319	100.00%	6 733 333	74.10%
Title 3	11 204 431	11 200 610	99.97%	7 580 843	67.68%
Title 4	0	0	0	0	0
Total	41 700 000	41 695 694	99.99%	35 475 467	85.08%

With the exception of budget transfers, Eurojust achieved or exceeded all its key budgetary performance indicators and thus budget reductions will not be applicable for the 2022 budget. More information can be found in the [Report on the budgetary and financial management \(2020\)](#) which is enclosed.

Concerning procurement, an overview of the 2020 procurement activities is presented below:

Overview of procurement procedures for contracts above EUR 15K		
Type of procedure applied	Number of contracts signed	Value (EUR)
Open/restricted (including inter-institutional)	31	8 265 812
Low value	0	0
Middle value	0	0
Negotiated Point 11 (a-g)/ 12 (a-d) of Annex I of the Financial Regulation	3	410 000

Contracts above EUR 15 K concluded in 2020 from negotiated procedures⁴⁷ referred to in point 11 (a) to (g) and point 12 (a) to (d) of Annex I of the Financial Regulation are shown below:

Title	Contractor	Annex I of the Financial Regulation	Comments	Value (EUR)
Professional Social Network Services – LinkedIn	LinkedIn Ireland Unlimited Company	11.1(b)(ii)	Inter-institutional procedure led by EFSA	100 000
Professional Social Network Services – ResearchGate	ResearchGate GmbH	11.1(b)(ii)	Inter-institutional procedure led by EFSA	10 000
TESTA NG II Extension	T-Systems International GmbH	11.1(b)(ii)	Inter-institutional procedure led by DG DIGIT	300 000
				410 000

2.4 Delegation & sub-delegation of the powers of budget implementation to Eurojust staff

The Administrative Director of Eurojust, acting as Authorising Officer, delegates his powers to Authorising Officers by Delegation (AOD). The delegation of powers, based on the Financial Regulation of Eurojust and the Eurojust Internal Control Framework, is appropriate to the importance and risks of the decisions to be taken and is used as a means to gain efficiencies where the risk is assessed to be low. The delegations are made without an end date but are revoked/amended whenever there is a need. Following the establishment of externally funded projects supported by Eurojust, the 2019 Decision was amended in 2020. The list of budget lines delegated per financial actor is published on Eurojust's intranet.

The controls are outlined in the AD decision on financial circuits and include one verification level for amounts <5 K and two verification steps (operational and financial) for amounts above.

The ex-ante checks are performed according to a check list for commitments and payments available to all staff with an AOD role. In addition, Eurojust keeps a log of identified non-compliance events.

2.5 Human resources management⁴⁸

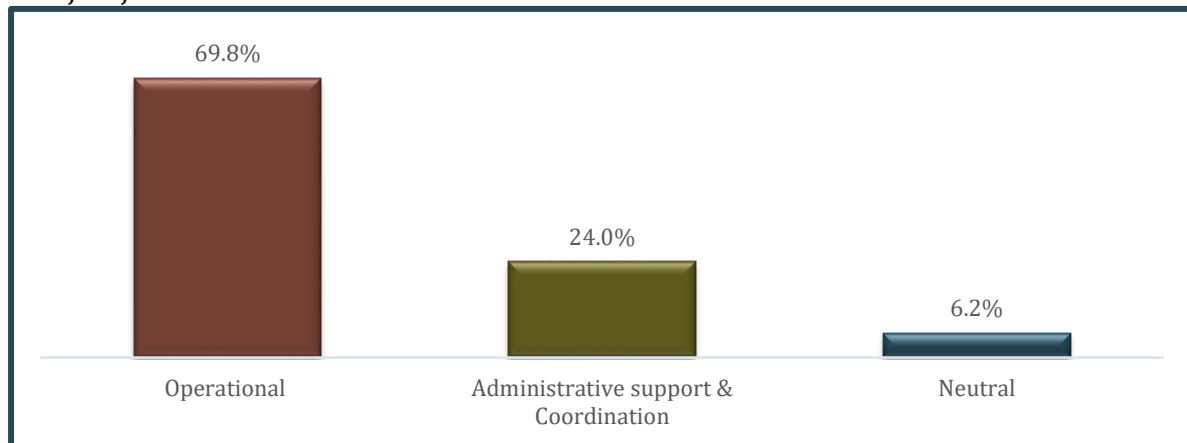
Eurojust had 207 temporary staff posts authorised in 2020, one post less than in 2019. The Commission rejected Eurojust's request for new posts in 2020 to cover an anticipated increase in operational work and further reduced Eurojust's establishment plan. By 31 December 2020, Eurojust had filled 99% of its establishment plan, compared to 98.1% in 2019 resulting in a vacancy rate of 1% in 2020, compared to 1.9% in 2019.

Eurojust recruited 16 temporary and contract agents in 2020 through external recruitment procedures. In accordance with Article 38(2) of the Financial Regulation applicable to Eurojust, two appointments have been made to offset the effects of part-time work that was on average 3.9 FTE throughout the year.

⁴⁷ All negotiated procedures were inter-institutional.

⁴⁸ More information on Eurojust's staffing figures can be found in Annex IV.

The increase in the percentage of staff allocated to operational roles is one of Eurojust's multi-annual KPI. The seventh **job screening exercise** was conducted in January 2021, based on the Commission methodology. In total, 388 jobs⁴⁹ were evaluated based on their organisational role, job title/description and job purpose. The exercise resulted in the following categorisation of Eurojust jobs:



The jobs allocated to operational work are higher than in 2019 and the highest from the beginning of the exercise. This continues the trend from the last years of increased deployment of staff to operational roles. In addition, the recent reorganisations had a significant effect in increasing the percentage of jobs in the operational category. More information regarding the evolution of the job screening results can be found in [Annex IV](#).

In 2020, Eurojust adopted the model rules for the agencies for the following **Commission Decisions implementing the Staff Regulations**:

- Commission Decision C (2020)1559 of 16 March 2020 on leave (Executive Board Decision 2020-04);
- Commission Decision C (2019)7822 of 30 October 2019 on the duties of Commission drivers (Executive Board Decision 2020-05); and,
- Commission Decision C (2019)6855 of 4 October 2019 on procedures for dealing with professional incompetence (Executive Board Decision 2020-09).

2.6 Strategy for efficiency gains

Actively seeking efficiencies by monitoring, assessing, and optimising Eurojust's services, processes and resource allocation is a key element of the MAS 2019-2021.

COVID-19

The unforeseeable COVID-19 crisis had a crosscutting impact on Eurojust's operations. On the one hand it affected negatively certain key operational workload drivers, but on the other, led to service adjustments that opened further efficiency gain opportunities. Eurojust was able to invest in its ICT infrastructure, ICT security and video conferencing facilities and organise 65% of CM online, thus reducing significantly the related financial and human resource costs. In addition, 91% of staff trainings took place online and as of April 2020 all selection procedures were conducted online, reducing both the cost of the selections and the human effort of running them.

ABM

⁴⁹ The job screening exercise includes members of the Desks (National Member, Deputy, and Assistant), Representatives, Participants, Liaison Prosecutors, Temporary and Contract staff, SNE, external consultants, interns and trainees present at Eurojust on 15 December 2020.

Eurojust has continued applying the principles of ABM throughout 2020 and regularly reporting on the progress of annual and multi-annual KPIs to senior management, including the KPIs recommended by the Commission for assessing the results achieved by the Administrative Director. Eurojust took steps towards reintroducing an activity-recording tool to fulfil Eurojust's reporting obligations related to the utilisation of human resources per activity in the annual work programme and to improve the overall management of Eurojust's human resources. Such a tool will allow Eurojust to validate and refine the planning of human resources in the AWP and make more efficient plans, thus adhering to the principles of sound financial management. During 2020, and following the advice of the EDPS, Eurojust revised the scope, purpose and specifications of the tool and started a market research to identify a technical solution that fits Eurojust's needs.

Categorisation and prioritisation of activities and resources

In 2020, Eurojust continued categorising its activities based on their underlying business need and prioritising them based on their level of impact on the achievement of the agency's objectives. As a result, Eurojust was able to assign negative priorities in an informed way in its 2021 AWP. Setting negative priorities was necessary as the constant increase in Eurojust's workload in combination with a static establishment plan foreseen by the MFF 2021-2027 put an additional constraint in Eurojust's already stretched human resources.

Business process reengineering and service optimisation

Eurojust continued working on the development of new tools with the aim to increase efficiency of administrative and operational processes namely:

- EJ MAP, a new tool to process mission requests was implemented in 2020;
- eSignature & Stamping tools analysis continued;
- SUMMA pilot project, the new budget management, accounting and treasury platform of the Commission; and,
- SYSPER, the Commission's information system for the management of human resources.

These tools are expected to increase efficiency and service levels in the short to medium term. Introduction of these tools will lead to automation of the underlying processes.

Strategic Workforce Planning

In 2020, Eurojust continued to expand the strategic workforce planning function to ensure optimum allocation and flexibility of Eurojust's human resources. Monthly meetings with senior management were set up to address and anticipate staffing issues and a bi-annual HR Report and Dashboard were set up to ensure informed decision making.

Shifting priorities due to the COVID-19 crisis did not allow Eurojust to finalise its HR strategy for 2022-2024. However, Eurojust prepared a proposal for a staffing strategy for the same period, focusing on Eurojust's staffing needs related to operational work. The strategy identifies the staffing gaps in the operational work areas and proposes scenarios with corresponding strategic interventions to address them.

Zero based budgeting

Eurojust continued to scrutinise its non-staff costs and categorise them based on whether:

- There is a legal obligation to pay; and
- The can be reduced through adjusting service levels and/or modalities.

To this end, the agency maintained a detailed and multi-annual overview of all specific cost elements, using the findings of the budget 2020 zero based review as the baseline.

Shared-services

In line with the call for agencies to promote the use of shared services, Eurojust took the lead in the following inter-institutional procurements that started in 2019 and were finalised in 2020:

- 2019/EJ/03/PO – Internet, landline telephony and IP TV services (Eurojust, JRC Petten, EMA and Europol); and,
- 2019/EJ/07/PO - Leasing of vehicles (Eurojust and Europol).

2.7 Assessment of audit and ex-post evaluation results during the reporting year and follow up of recommendations and action plans for audits and evaluations

2.7.1 Internal Audit Service (IAS)

In the beginning of 2020, Eurojust had nine IAS Recommendations open, two related to ABM and stemming from the Audit on Monitoring and Reporting/Building blocks of assurance carried out in 2016, and seven issued as a result of the 2019 Audit on Cooperation with Europol.

Eurojust achieved significant progress in 2020 on the implementation of the open Recommendations. By end of 2020, the two Recommendations on Activity Based Management, pending since 2016, were marked as implemented by Eurojust, together with five of the seven Recommendations resulting from the audit on Cooperation with Europol. In line with its 2020 audit plan, the IAS performed a follow-up audit of Eurojust's open Recommendations, focussing on the specific Recommendations in the original audits and the evidence provided by Eurojust. The IAS concluded that the two Recommendations related to ABM and four out of the seven related to Europol had been implemented and therefore were considered closed by end 2020.

Audit Plan 2020

The IAS notified Eurojust that the audit work foreseen for 2020, would include a *“Limited review of the implementation of the new legal framework (Eurojust Regulation and Regulation of the EPPO)”* and a *“Limited review on the implementation of the new ICF”*. The audit on *“IT governance”*, initially included in the Strategic Audit Plan 2018 – 2020, would take place at a later stage.

Limited Review of the implementation of the new Eurojust Legal framework

The scope of the audit covered aspects such as planning, governance, risk management and general compliance measures adopted by Eurojust in light of the final texts of the Eurojust and the EPPO Regulations. The preliminary survey took place via online meetings in June 2020. The fieldwork, involving interviews and extensive information exchange, took place in September 2020. The IAS Draft Audit Report included two new Recommendations. Eurojust accepted one Recommendation and provided comments regarding the second one, for IAS consideration. The Final Audit Report, received in Q1 2021, contained two Recommendations. Eurojust submitted its Action Plan on the two Recommendations in February 2021.

Limited review on the implementation of the new Internal Control Framework in Eurojust

The IAS initiated the audit of the revised Eurojust Internal Control Framework, in April 2020, through desk review of documentation and interviews with identified Eurojust staff. The audit scope covered the definition of the internal control monitoring criteria, the identification of the internal control strengths and deficiencies and the overall assessment of the internal control system. The Limited Review audit took place in February 2021.

Review of Audit Plan 2021

To update the IAS audit planning for 2021, Eurojust provided in November 2020 an overview of the main internal and external developments that could have an impact on Eurojust in 2021, including the COVID-19 crisis, the Digitalisation of Justice, the SIRIUS and EuroMed projects, the

impact of Brexit and the implementation of the new Eurojust legal framework and the working relationship with the EPPO. The IAS audit plan for 2021 is expected to be received in Q1-Q2 2021.

2.7.2 European Court of Auditors (ECA)

Audit of the Eurojust Accounts 2017

The 2017 open Observation regarding Eurojust publishing vacancy notices on its own website and on social media, but not on the website of EPSO, was marked as completed following its implementation.

Audit of the Eurojust Accounts 2018

Regarding the 2018 open Observation on the use of a negotiated procurement procedure, Eurojust has acknowledged the Court's and the Parliament's Observations. Eurojust ensures since that similar procedures are more robustly and extensively justified in their supporting documentation. In addition, the framework contract concerned has expired in May 2021.

Audit of the Eurojust Accounts 2019

Following the first mission in November 2019, ECA carried out the second mission of the audit on the reliability of the 2019 Eurojust accounts and the legality and regularity of transactions underlying the accounts, in Q1-Q2 2020.

As a result, the court's opinion on the reliability of accounts was as follows:

"In our opinion, the accounts of Eurojust for the year ended 31 December 2019 present fairly, in all material respects, the financial position of the Eurojust at 31 December 2019, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector."

The court's opinion on the legality and regularity of revenue underlying the accounts was as follows:

"In our opinion, revenue underlying the accounts for the year ended 31 December 2019 is legal and regular in all material respects."

The court's opinion on the legality and regularity of payments underlying the accounts was as follows:

"In our opinion, payments underlying the accounts for the year ended 31 December 2019 are legal and regular in all material respects."

The [ECA Report on the annual accounts of Eurojust for the financial year 2019](#), issued on 22 October 2020, contained no Observations.

Audit of the Eurojust Accounts 2020

The first ECA audit mission on Eurojust accounts 2020 was carried out in October 2020. The second audit mission took place in March 2021 and the ECA Report is expected in Q2 2021.

Audit on the performance of the EU Agencies

Following the ECA audit on the EU Agencies performance, launched in 2019, the Court adopted on 21 April 2020 its preliminary Observations and Recommendations on the *"Future of EU agencies - Potential for more flexibility and cooperation"*. The draft Report presented four horizontal Recommendations addressed to EU Agencies and the Commission, and two Observations of specific relevance to Eurojust. Eurojust took note of the Court's Preliminary Observations and Recommendations and prepared two replies, on the individual and horizontal

Observations. The final [*Special Report 22/2020: Future of EU agencies – Potential for more flexibility and cooperation*](#) was published by the Court on 22 October 2020.

Audit on Europol's support to Member States in combatting migrant smuggling

In 2020, the ECA launched a performance audit on Europol's work on the migrant smuggling centre and the exchange of information with partners, such as Eurojust and FRONTEX, with the aim to assess the effectiveness of Europol's support to Member States in combatting migrant smuggling since 2016. Eurojust was consulted as partner of Europol, through review of relevant documentation, replies to *ad hoc* ECA questionnaires and via a videoconference held in June 2020. The outcome of this audit is expected in 2021.

2.8 Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)

OLAF made no recommendations to Eurojust in 2020.

2.9 Follow up of observations from the Discharge authority

Discharge 2017

On 4 March 2019, the European Parliament granted discharge to the Administrative Director in respect of the implementation of Eurojust's budget for the financial year 2017. The Administrative Director's Report on the Eurojust Action Plan to implement the European Parliament Discharge 2017 Observations was submitted to the European Parliament on 23 July 2019, followed up by an updated Plan on 28 August 2020. Out of the seven Observations, 15 Eurojust actions were originally foreseen to implement them. At 16 April 2020, four actions were fully implemented and 11 were ongoing according to schedule. A follow-up of this Action Plan shall be carried out in Q2 2021, and its outcome will be reported to the European Parliament in connection with the 2019 discharge procedure.

Discharge 2018

On 13 May 2020, the European Parliament granted discharge to the Administrative Director in respect of the implementation of Eurojust's budget for the financial year 2018. The Administrative Director's Report to the Discharge Authority on the Action Plan to address the 20 Observations and comments made by the European Parliament in its discharge for the year 2018, was submitted to the European Parliament on 28 August 2020. Out of the 25 actions planned by Eurojust to implement the Observations, 11 were completed and 14 were ongoing as planned. An update of the state of play of this Action Plan shall be provided to the European Parliament in connection with the Discharge procedure 2019 in Q3 2021.

Discharge 2019

On 28 April 2021, the European Parliament granted discharge to the Administrative Director in respect of the implementation of Eurojust's budget for the financial year 2019. The European Parliament Committee on budgetary control initiated the preparatory work for the discharge 2019 in Q4 2020 by sending a questionnaire to all EU Agencies requesting their replies on individual and horizontal issues. Eurojust provided its replies to the 14 horizontal questions through the SSO, in charge of compiling all Agencies' general replies. Concerning the individual replies, Eurojust received two written questions, one in relation to an anonymous complaint of June 2020 for serious charges and another regarding the Eurojust whistleblowing guidelines. Eurojust provided its written replies on 11 December 2020. The follow-up and final European Parliament Resolution on the Discharge 2019 shall take place in 2021.

2.10 Environment management

Eurojust is part of the EU Greening Network and aims at embracing green procurement in all its tender procedures. The Eurojust building received the sustainability label “very good” and Eurojust monitors the energy and water consumption trends with the aim to adjust practices and reduce consumption. In addition, Eurojust recycles reusable items and office supplies, and promotes the use of electronic alternatives to paper. More information on Eurojust’s environment management can be found in Annex VII.

2.11 Assessment by management

Eurojust conducts its operations in compliance with applicable laws and regulations, in an open and transparent manner and meeting the expected high level of professional and ethical standards. Eurojust has systematically examined the available control results and indicators, as well as the observations and recommendations issued by the IAS and the ECA.

Part II. (b) External evaluations

Following the entry into force of the EJR, and as foreseen in Article 69, by 13 December 2024 the Commission is expected to commission an evaluation of the implementation and impact of the EJR, and the effectiveness and efficiency of Eurojust and its working practices.

Part III. Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of the internal control systems

In accordance with Articles 30 and 45 of the Eurojust Financial Regulation, the revised Eurojust Internal Control Framework (ICF), formulated on the basis of the Commission’s ICF, was adopted by the Management Board in December 2019. Article 1 of this Decision foresees that the Administrative Director shall adopt the necessary measures to implement the revised ICF as of 1 January 2020. In accordance with ICF Principles 16 and 17, Eurojust carried out the annual assessment of the implementation of the ICF in 2020 in Q1-Q2 2021.

Methodology applied for the assessment of effectiveness of the internal control systems

To carry out the annual assessment of the ICF implementation, Eurojust followed three steps, in line with the Commission’s guidance thereto:

- Internal control monitoring criteria (PIs) together with their targets, were established under the ICF Principles’ Baseline Requirements;
- Assessment of strengths and deficiencies per Principle, based on the set PIs, by the Eurojust operational entities to identify internal control deficiencies affecting financial and non-financial processes and significant strengths supporting the achievement of Eurojust’s objectives. The identified strengths and deficiencies determined the presence and effective functioning of the ICF Principles and Components. The operational entities identified the measures already taken, or to be put in place, to reduce the severity of the identified deficiencies as well as those which demonstrate that a Principle is functioning effectively; and,

- Overall assessment of the ICF, on the basis of data from all relevant sources.

As regards the cost and benefits of controls in relation to the weaknesses that have been identified through the assessment of the Internal Control system, Eurojust is in the process of looking into the methodology for implementing this assessment.

Eurojust's anti-fraud strategy

As per Article 16(3) (b) of the EJR, the Executive Board adopted on 15 June 2020 an anti-fraud strategy for Eurojust. The anti-fraud strategy included an action plan for 2020 proportionate to the fraud risks, taking into account the costs and benefits of the measures to be implemented and updating the previous one of 6 November 2018. The update of the anti-fraud strategy was communicated to all post-holders, and is accessible together with other anti-fraud materials via the anti-fraud portal on the Eurojust intranet.

The anti-fraud strategy focuses on four strategic objectives: enhancing fraud awareness through efficient and targeted communication; maintaining the highest level of ethics and integrity of Eurojust post-holders; establishing appropriate internal procedures for reporting and handling potential fraud cases and its outcomes; and, undertaking process improvements to ensure that the management of fraud risks is as robust as possible.

All actions foreseen for 2020 in the Action Plan were completed. Important results have been achieved in several areas, in particular:

- College adoption of the Code of Ethics of the members of the College and the Executive Board in December 2020. This Code of Ethics establishes a new regime at Eurojust on the prevention and management of conflicts of interests for the members of the College and the Executive Board in accordance with Article 5(2) (i) of the EJR and Article 12 of the Eurojust Rules of Procedure, as well as an updated regime on gifts and hospitality. The declarations of conflict of interest of the members of the College and the Executive Board are available on the [Eurojust website](#). This Code of Ethics, together with the Guide on Ethics and Conduct (AD Decision 2017-48) and the updated Standard Operating Procedure on Conflicts of Interest for Eurojust staff, help ensure the highest level of ethics and integrity at Eurojust;
- College adoption of the terms and conditions for internal investigations at Eurojust in relation to the prevention of fraud, corruption and any illegal activity detrimental to the interests of the Union in accordance with Article 75(1) of the EJR on 15 July 2020. Eurojust simultaneously acceded to the Inter-institutional Agreement of 25 May 1999 between the European Parliament, the Council of the EU and the Commission of the European Communities concerning internal investigations by OLAF;
- Training organised for all post-holders in the areas of ethics and integrity; and,
- Awareness raised regarding whistle-blowing and on the procedures for reporting fraud cases internally and/or to OLAF via the Eurojust regular newsletter.

3.2 Conclusions of assessment of the internal control systems

Following the assessment of the PIs to identify internal control strengths and deficiencies, the following conclusions were drawn on the implementation of the Eurojust ICF in 2020:

At the level of the Principles

All ICF Principles were assessed as falling under Category 1 or 2⁵⁰. In addition to strengths, the assessment of the PIs set under the Baseline Requirements indicated minor or moderate deficiencies which need to be improved under some Principles, for which corrective measures have been foreseen.

At the level of the Components

Correlations amongst Baseline requirements have been established when relevant to ensure the ICF Principles operate in an integrated manner. Therefore, all ICF Components can be considered as effective and operating in an integrated manner within the ICF framework.

As a whole, there are no critical deficiencies or a combination of major deficiencies in the Eurojust ICF which could potentially reduce the likelihood that Eurojust can achieve its objectives. After the overall assessment, only moderate deficiencies remain, for which corrective measures have been foreseen. Consequently, Eurojust can conclude that the ICF Components and Principles are present and functioning and that the system is overall effective, with some improvements needed.

3.3 Statement of the Director in charge of risk management and internal control

'I, the undersigned,

In my capacity as Head of the Resources Department, in charge of risk management and internal control,

Declare that in accordance with the Management Board Decision 2019-16 on the Eurojust Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Administrative Director.

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

The Hague, 29 June 2021

Roberto Lenti

Head of the Resources Department

⁵⁰ Effectiveness of Principle:

- Category 1: The principle is present and functioning well
- Category 2: The principle is present and functioning but some improvements are needed
- Category 3: The principle is partially present and functioning, major improvements are needed
- Category 4: The principle is not present and functioning

Part IV. Management assurance

4.1 Review of the elements supporting assurance

The information provided in this report stems from management's opinion and is based on results of self-assessments, follow-up of the Observations and Recommendations of the IAS, the Accounting Office and the lessons learned from the reports of ECA.

The Administrative Director has put in place the organisational structure and the internal control systems suited to the achievement of Eurojust's objectives and having due regard to the risks associated with the environment in which it operates. Eurojust has assessed that the ICF Components and Principles are present and functioning and has taken corrective measures to address minor or moderate deficiencies.

No significant weaknesses that may have a potential impact on the declaration of assurance of the Authorising Officer were identified and reported in any of the building blocks of this report and the information reported does not result in any major issues meriting a reservation:

- The internal control systems are overall effective and provide sufficient assurance to adequately manage the risks relating to the legality and regularity of the underlying transactions;
- The internal control systems provide sufficient assurance with regard to the achievement of Eurojust's objectives;
- No critical issues were highlighted by internal or external auditors; and
- No major issues were pointed out by the Authorising Officers by delegation.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended, risks are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented. The Administrative Director, in his capacity as Authorising Officer, has signed the Declaration of Assurance.

4.2 Reservations

No reservations were issued for the year 2020.

Part V. Declaration of assurance

'I, the undersigned,

Administrative Director of Eurojust,

In my capacity as authorising officer for the operating (administrative) budget and authorising officer by delegation for the operational budget,

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

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

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

The Hague, 29 June 2021

Nikolaos Panagiotopoulos

Administrative Director

Annexes

Annex I. Core business statistics

Overview of cases in 2020 involving Member State National Desk

MEMBER STATE National Desk	Cases initiated by the National Desk				Participation in cases initiated by other Desks		Participation in joint activities/meetings	
	New in 2020	Number of countries involved		Ongoing from previous years	New in 2020	Ongoing from previous years	Coordination meetings	Joint investiga- tion teams
		2	3 or more					
Belgium	70	51	19	91	210	376	56	26
Bulgaria	143	142	1	185	170	230	19	4
Czech Republic	135	119	16	165	124	180	25	33
Germany	522	453	69	305	561	781	99	54
Estonia	38	35	3	41	39	73	15	8
Ireland	38	34	4	81	85	132	22	2
Greece	219	212	7	466	124	187	16	4
Spain	209	191	18	178	458	633	61	9
France	266	191	75	471	451	539	87	55
Croatia	50	47	3	24	94	111	2	-
Italy	344	278	66	497	403	478	91	53
Cyprus	23	23	-	27	63	207	1	1
Latvia	68	56	12	40	49	138	14	9
Lithuania	59	47	12	46	87	128	24	8
Luxembourg	14	11	3	46	67	155	3	-
Hungary	231	196	35	193	141	190	21	16
Malta	16	15	1	34	61	137	7	2
Netherlands	138	123	15	257	335	441	90	21
Austria	139	121	18	164	178	259	16	12
Poland	153	140	13	182	268	398	30	27
Portugal	115	99	16	98	118	170	10	1
Romania	233	203	30	169	268	328	65	51
Slovenia	208	184	24	111	49	105	10	7
Slovakia	117	112	5	151	111	189	15	22
Finland	86	71	15	41	46	86	16	7
Sweden	175	140	35	238	88	144	53	22
TOTAL	3809	3294	515	4301	*	*	*	*



Overview of cases in 2020 involving Liaison Prosecutors

LIAISON PROSECUTOR	Cases Initiated by the Liaison Prosecutor				Participation in cases initiated by other Desks		Participation in joint activities/meetings	
	New in 2020	Number of countries involved		Ongoing from previous years	New in 2020	Ongoing from previous years	Coordination meetings	Joint investigation teams
		2	3 or more					
Georgia	2	-	2	-	14	16	2	-
Montenegro	10	10	-	3	12	15	2	-
North Macedonia	11	10	1	5	23	23	3	-
Norway	82	73	9	65	40	63	23	9
Serbia	5	3	2	-	60	47	10	3
Switzerland	145	118	27	177	132	299	31	18
Ukraine	35	24	11	24	58	75	19	13
United States	1	-	1	2	38	110	21	-
TOTAL	291	238	53	276	*	*	*	*

Overview of cases in 2020 involving the Representative of Denmark

Cases initiated by the Representative of Denmark				Participation in cases initiated by other Desks		Participation in joint activities/meetings	
New in 2020	Number of countries involved		Ongoing from previous years	New in 2020	Ongoing from previous years	Coordination meetings	Joint investigation teams
	2	3 or more					
53	43	10	-	77	131	18	13













Overview of cases in 2020 involving the United Kingdom




Cases initiated by the UK				Participation in cases initiated by other Desks		Participation in joint activities/meetings	
New in 2020	Number of countries involved		Ongoing from previous years	New in 2020	Ongoing from previous years	Coordination meetings	Joint investigation teams
	2	3 or more					
47	41	6	19	434	646	64	65

Casework, meetings and joint activities in the priority crime areas, 2017-2020

Crime types	Cases				Coordination meetings				Joint investigation teams				Coordination centres / action days			
	Sum of new cases and ongoing cases from previous years *								Sum of newly established JITs and ongoing JITs from previous years*							
	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020
TERRORISM	177	190	222	217	14	20	24	12	13	12	8	7	1	-	-	-
CYBERCRIME	176	218	247	334	9	28	35	45	7	10	17	21	1	2	3	1
MIGRANT SMUGGLING	153	157	187	217	15	17	24	21	14	12	12	12	2	3	2	2
SWINDLING AND FRAUD	1630	1924	2262	2647	75	87	112	91	46	50	65	68	7	7	12	8
MONEY LAUNDERING	858	1041	1265	1460	86	94	138	101	44	49	72	64	5	6	6	7
DRUG TRAFFICKING	719	896	1003	1169	40	78	80	87	29	42	51	50	4	-	2	4
TRAFFICKING IN HUMAN BEINGS	287	343	399	397	57	43	54	56	51	56	61	48	-	-	4	2
CRIMES AGAINST THE FINANCIAL INTERESTS OF THE EU (PIF CRIMES)	127	137	228	286	13	9	15	20	5	8	11	10	3	1	2	2
ENVIRONMENTAL CRIME	19	38	41	51	3	6	8	6	2	4	6	6	1	-	1	-
CORRUPTION	197	222	250	286	15	19	14	8	4	6	5	5	1	-	-	-
MOBILE ORGANISED CRIME GROUPS	482	541	598	721	14	26	20	19	13	15	17	13	-	1	2	1
CORE INTERNATIONAL CRIMES	-	-	-	12	-	-	-	2	-	-	-	-	-	-	-	-

Cases by crime type in 2020

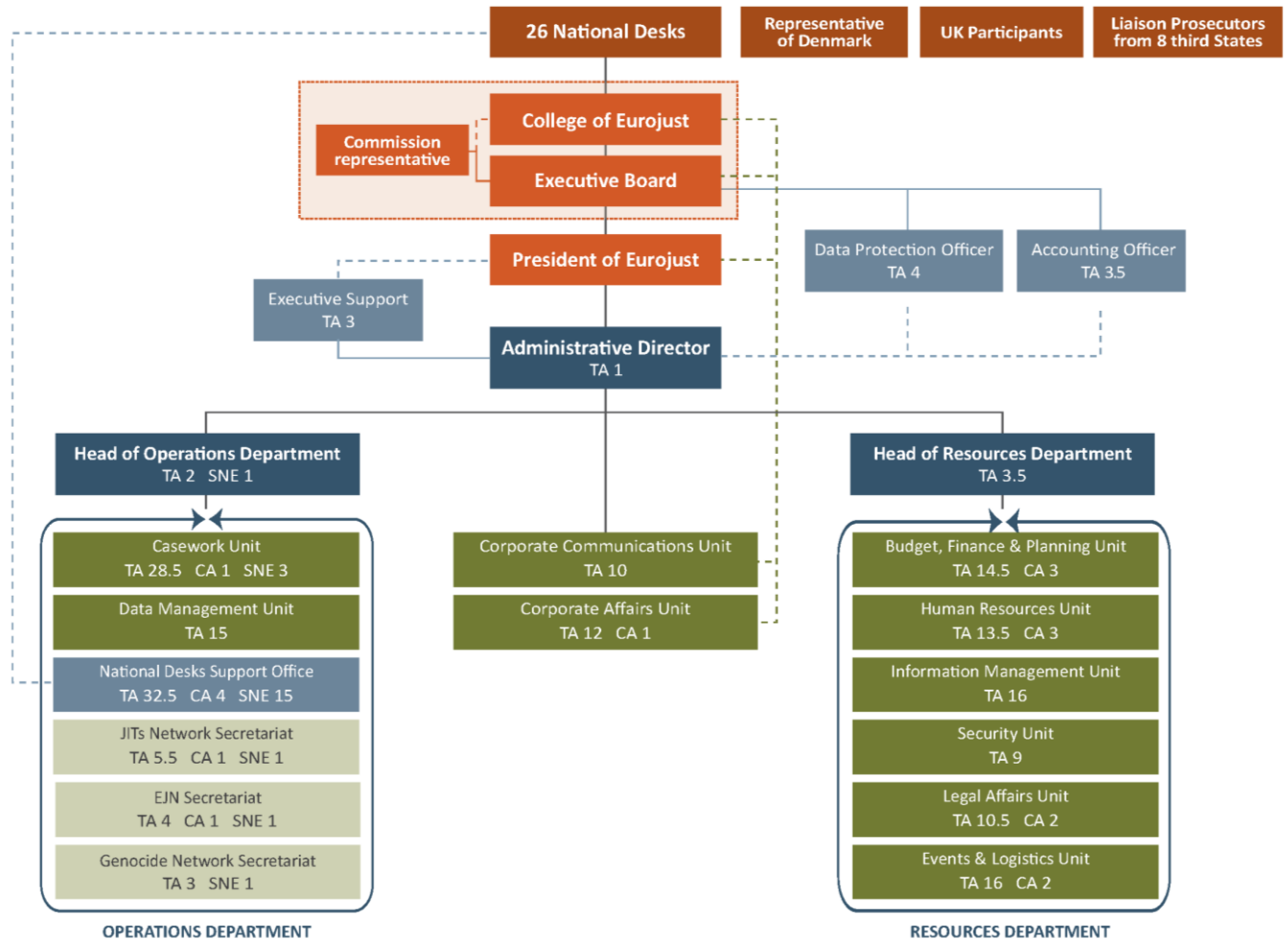
Crime type	New	Ongoing ¹	Total	Projection ²
SWINDLING AND FRAUD	1 264	1 383	2 647	
MONEY LAUNDERING	595	865	1 460	
DRUG TRAFFICKING	562	607	1 169	
MOBILE ORGANISED CRIME GROUPS (MOCG) ³	380	341	721	
TRAFFICKING IN HUMAN BEINGS	163	234	397	
CYBERCRIME	174	160	334	
CORRUPTION	93	193	286	
PIF CRIMES ⁴	128	158	286	
MIGRANT SMUGGLING	99	118	217	
TERRORISM	69	148	217	
ENVIRONMENTAL CRIME	20	31	51	
CORE INTERNATIONAL CRIMES	12	-	12	

 Upward trend
  No major shift expected
  Downward trend

Annex II. Statistics on financial management

Information on statistics on financial management can be found in the [*Eurojust Report on Budgetary and Financial Management \(2020\)*](#).

Annex III. Organisational chart 31.12.2020



Annex IV. Establishment plan and additional information on Human Resources management

a. Eurojust Establishment Plan at 31 December 2020

Category and grade	Establishment plan 2020	Filled as of 31.12.2020 ⁵¹
	TA	TA
AD 14	1	1
AD 13	1	0
AD12	1	0
AD 11	5	3
AD 10	12	4
AD 9	22	21
AD 8	21	15
AD 7	29	13
AD 6	2	16
AD 5	6	13
Total AD	100	86
AST 9	1	1
AST8	0	0
AST 7	1	1
AST 6	5	8
AST 5	52	27
AST 4	48	35
AST 3		31
AST 2		15
AST 1		1
Total AST	107	119
TOTAL	207	205

Contract Agents	Authorised 2019	Engaged 2019 ⁵²
Function Group IV	4	4
Function Group III	8	10
Function Group II	4	4
Function Group I	0	0
TOTAL	16	18

⁵¹ Figures are based on headcount as on 31 December 2020 and include offers sent. In accordance with Art. 38(2) of the Eurojust Financial Regulation, 2 appointments have been made to offset the effects of part-time work and specifically the part-time loss of 3.9 FTE on average throughout 2020.

⁵² Figures based on headcount as on 31 December 2020.

b. Information on the entry level for each type of post

Key functions	Type of contract	Function group, grade of recruitment	Function dedicated to administrative support or operations
Core Functions			
Head of Department <i>Level 2</i>	TA	AD12	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Unit/Head of Office <i>Level 3</i>	TA	AD9-10	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Secretariat <i>Level 3</i>	TA	AD8	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Sector/Sr Officer <i>Level 4</i>	TA	AD8	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Sector/Officer <i>Level 5</i>	TA	AD6-AD7	ADMINISTRATIVE SUPPORT/OPERATIONS
Officer <i>Level 6</i>	TA/CA	AD5/FGIV	ADMINISTRATIVE SUPPORT/OPERATIONS
Operational Functions			
Head of Casework	TA	AD9	OPERATIONS
Head of Data Management	TA	AD9	OPERATIONS
Sr Judicial Cooperation Officer	TA	AD8	OPERATIONS
Judicial Cooperation Officer	TA	AD5	OPERATIONS
Judicial Cooperation Assistant	TA	AST3	OPERATIONS
Support Functions			
Head of Human Resources	TA	AD9	ADMINISTRATIVE SUPPORT
Head of Budget, Finance & Planning	TA	AD9	ADMINISTRATIVE SUPPORT
Head of Information Management	TA	AD9	ADMINISTRATIVE SUPPORT
Administrative Assistant	TA/CA	AST2/FGII	ADMINISTRATIVE SUPPORT/OPERATIONS
Clerk	TA/CA	AST/SC1-2/FGI	ADMINISTRATIVE SUPPORT/OPERATIONS
Special Functions			
Data Protection Officer	TA	AD8	ADMINISTRATIVE SUPPORT
Accounting Officer	TA	AD7	ADMINISTRATIVE SUPPORT
Secretary to the College	TA	AD6	OPERATIONS

c. Job screening/benchmarking against previous year results⁵³

Job Type (sub) category	2019 (%)	2020 (%)
Administrative support and Coordination	23.1	24
Administrative Support	18.6	19.1
Coordination	4.5	4.9
Operational	69.5	69.8
Top Level Operational Coordination	3	3
Programme Management & Implementation	55.9	57.7
Evaluation & Impact Assessment	0	0
General operational	10.6	9.3
Neutral	7.4	6.2
Finance/Control	7.2	6.2
Linguistics	0.2	0
Total	100	100

d. Gender representation

Gender	Staff category	Official		Temporary		Contract		Total	
		Number	%	Number	%	Number	%	Number	%
Female	AD - FG IV			49	36	3	20	52	34
	AST - AST/SC - FG I/II/III			88	64	12	80	100	66
	Total	0	0	137	67	15	83	152	68
Male	AD - FG IV			37	54	1	33	38	54
	AST - AST/SC - FG I/II/III			31	46	2	67	33	46
	Total	0	0	68	33	3	17	71	32
Grand total		0	0	205	100	18	100	223	100

e. Gender evolution over 5 years of the middle and senior management positions

Gender	2016		2020	
	Number	%	Number	%
Female	3	38	5	50
Male	5	62	5	50

⁵³ Data on 15 December 2020.

f. Geographical balance⁵⁴

Nationality	Staff in AD and FG IV categories		Staff in AST, AST/SC and Function Group I/II/III categories		Total	
	Number	% of staff in above categories	Number	% of staff in above categories	Number	% of total staff
Austria	1	1.1%	2	1.5%	3	1.3%
Belgium	4	4.4%	6	4.5%	10	4.5%
Bulgaria	2	2.2%	8	6.0%	10	4.5%
Croatia	0	0.0%	2	1.5%	2	0.9%
Cyprus	0	0.0%	0	0.0%	0	0.0%
Czech Republic	2	2.2%	2	1.5%	4	1.8%
Denmark	0	0.00%	2	1.5%	2	0.9%
Estonia	4	4.4%	1	0.8%	5	2.2%
Finland	1	1.1%	6	4.5%	7	3.1%
France	5	5.6%	7	5.3%	12	5.4%
Germany	6	6.7%	6	4.5%	12	5.4%
Greece	6	6.7%	4	3.0%	10	4.5%
Hungary	2	2.2%	3	2.3%	5	2.2%
Ireland	1	1.1%	2	1.5%	3	1.4%
Italy	10	11.1%	9	6.8%	19	8.5%
Latvia	4	4.4%	2	1.5%	6	2.7%
Lithuania	1	1.1%	6	4.5%	7	3.1%
Luxembourg	0	0.0%	0	0.0%	0	0.0%
Malta	0	0.0%	1	0.8%	1	0.4%
Netherlands	11	12.2%	23	17.3%	34	15.2%
Poland	2	2.2%	3	2.3%	5	2.2%
Portugal	2	2.2%	3	2.3%	5	2.2%
Romania	7	7.8%	12	9.0%	19	8.5%
Slovak Republic	0	0.0%	4	3.0%	4	1.8%
Slovenia	2	2.2%	5	3.8%	7	3.1%
Spain	12	13.3%	9	6.8%	21	9.4%
Sweden	4	4.4%	2	1.5%	6	2.7%
United Kingdom	1	1.1%	3	2.3%	4	1.8%
Total	90	100%	133	100%	223	100%

⁵⁴ Data on 31 December 2020.



g. Geographical balance (evolution over 5 years of the most represented nationality)

Most represented nationality	2016		2020	
	Number	%	Number	%
Netherlands	33	14	34	15
Spain	22	10	21	9
Italy	20	9	19	8
Romania	19	8	19	8
Total	94	41	93	40

Annex V. Human and financial resources by activity

Due to the temporary suspension of the use of the Eurojust activity recording tool in mid-2018, the actual consumption of human resources per activity cannot be provided.



Annex VI. Contribution, grant and service level agreements

	General information					Financial and human resource impact				
	Date of signature	Total amount	Duration	Counter-part	Short description	Type of resources	2019	2020		
Contribution agreements										
EuroMed Justice programme	18 March 2020	5 000 000	3 years ⁵⁵	DG NEAR	The programme aims to enhance judicial cooperation between Member States and South Partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia).	Amount	CA	PA	CA	PA
								0	853 204 ⁵⁶	208 626
						Number of CA ⁵⁷	0		2.6	
SIRIUS project	21 December 2020	1 265 436	3.5 years	EU Foreign Policy Instrument	The project aims to further improve cross-border access to e-evidence by providing knowledge and tools to EU authorities through covering service providers located in foreign jurisdictions.	Number of SNE	0		0	
						Amount		0		0
						Contract staff	0		0	
						SNE	0		0	

⁵⁵ Due to delays in the initiation phase, there may be a possible extension request without adjusting scope of activities and resources. Furthermore, the resource estimates may need to be revised as follow up to the inception phase of the programme.

⁵⁶ The remaining funds have been carried-over to 2021.

⁵⁷ The figures indicate the average FTE throughout 2020.

Annex VII. Environment Management

Eurojust has not yet set reduction targets on carbon emissions due to the limited human resources available for the task. The setting of CO₂ reduction targets is foreseen to take place in connection with the implementation of EMAS. Nevertheless, the COVID-19 crisis had a significant impact in lowering Eurojust's CO₂ footprint as follows:

- 74% reduction in the number of staff missions;
- 68% decrease in the number of physical CM organised;
- 80% reduction in the number of physical visits to the Eurojust premises;
- 85% reduction in the number of national workshops organised; and,
- 91% of staff trainings organised online, thus eliminating travel needs both for trainees and instructors.

In 2020, Eurojust took specific initiatives to ensure operational continuity amidst the COVID-19 pandemic and reduce its CO₂ footprint. These included:

- The expansion of use of video conferencing;
- The online voting tool used for the election of Eurojust's president and vice-president;
- The deployment of secure teleworking capabilities; and,
- Additional investments in the core ICT infrastructure to ensure the continued delivery of services.

According to the information provided by Eurojust's energy providers, Eurojust's sources of energy are (approx.):

- Renewable energy ("green" electricity⁵⁸, earth heating/cooling): 70%
- Nuclear: 0 %
- Thermo (gas): 30%

Eurojust continued to monitor its energy and water consumption trends with the aim to adjust practices to reduce consumption. Furthermore, the agency strived to reduce the amount of the waste it generates by using recycled and reusable items and promoting the use of electronic alternatives to paper. Additionally, all plastic cups and stirrers were replaced with wooden ones throughout Eurojust's premises.

⁵⁸ Electricity consumed is coming from 100% renewable sources: sun, wind and water.

Annex VIII. Final accounts 2020

Enclosed.



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