



EUROJUST

Multi-Annual Strategy 2022-2024

Criminal justice across borders



Multi-Annual Strategy 2022-2024



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Introduction

Eurojust is the *European Union Agency for Criminal Justice Cooperation*. We bring together prosecutors and judges from across the EU and beyond, in an effort to effectively tackle all forms of serious cross-border crime. Through our expertise and support, we make sure that criminals are held responsible for their actions and justice is done.

The challenges that lie ahead in the coming years will require us to strengthen existing partnerships and build new alliances, bring judicial cooperation up to the digital standards of the 21st century and further streamline our internal processes. It is against this background that this Multi-Annual Strategy sets out Eurojust's main strategic objectives for 2022-2024. Each of these strategic objectives is divided into action areas and linked to Key Performance Indicators (KPIs) that you will find in the Annex.

Mission

As the EU's hub for judicial cooperation, Eurojust delivers hands-on support to prosecutors and judges working together in the fight against cross-border crime.

Vision

Relying on its unique expertise, partnerships and modern digital tools, Eurojust ensures that national borders are no obstacle to prosecuting crime and getting justice done.



Objective 1: Casework

Casework forms the core of Eurojust's mandate. With every new case comes a new opportunity to hold criminals responsible for their actions and bring justice to their victims.

Action areas

a) Swift and qualitative response to Member States' requests

Eurojust will continue to offer tailor-made operational support throughout the different stages of an investigation, ranging from rapid response to the facilitation of information exchange and the coordination of highly complex cases. We will keep looking for ways to enhance the speed and quality of the legal, practical and financial support we provide to coordination meetings, coordination centres and Joint Investigation Teams (JITs). Accelerated by the COVID-19 pandemic, we will expand our digital services.

Eurojust will maintain its key role of providing practical assistance with the execution of European Arrest Warrants (EAWs) and European Investigation Orders (EIOs), making sure that these mutual recognition instruments function as effectively as possible. We will also actively support Member States in their first case-related experiences with the Regulation on freezing and confiscation orders and the e-evidence legislative package.¹

b) Pro-active identification of links and investigation or prosecution gaps

The Eurojust Regulation explicitly introduced the possibility for Eurojust to carry out its tasks on its own initiative and take a more proactive approach in coordinating cases. Several developments will lead to an influx of cross-matches between existing investigations and prosecutions, including the Judicial Counter-Terrorism Register, the hit/no-hit connections between Eurojust's database and those of Europol and the European Public Prosecutor's Office (EPPO) and the increased information exchange with Frontex, OLAF and other partners. When Eurojust becomes aware that a cross-match exists, it will pro-actively provide feedback to the Member States concerned and recommend an appropriate course of action (initiation of a new investigation, extension of an existing investigation to other Member States etc.).

c) Operational cooperation with the networks hosted and supported by Eurojust

Eurojust's strategic cooperation with the European Judicial Network (EJN), the JITs Network, the Genocide Network and the European Judicial Cybercrime Network (EJCN) has reached unprecedented levels. Both judicial practitioners and decision-makers at EU level acknowledge the great benefits of our joint reports, meetings and events. Our ambition is to expand these strategic partnerships into closer operational cooperation, making the networks an integral part of Eurojust's operational strategy.



Objective 2: Cooperation

Close cooperation with stakeholders from within the EU and beyond is a key component of Eurojust's success.

Action areas

a) Cooperation with JHA partners

Operational and strategic cooperation with JHA partners is crucial to maintain and strengthen the area of freedom, security and justice. Eurojust will work closely together with the EPPO and OLAF to ensure the widest possible protection of the EU's budget and contribute to the speedy recovery of Member States' economies after the COVID-19 crisis. We will implement the Eurojust-EPPO working arrangement in trustful partnership with the EPPO. Enhanced information exchange with Europol and closer involvement in its centres of expertise will

¹ Assuming that the e-evidence proposals will be adopted within the timeframe of this MAS.

improve the EU's effectiveness in the fight against organised crime and terrorism. We will also increase our operational cooperation with Frontex and implement a multi-annual cooperation plan with eu-LISA as part of the efforts to digitalise criminal justice cooperation in the EU. At the same time, we will continue to look for new avenues to join forces with other JHA partners in areas of common interest.

b) Cooperation with third countries and international organisations

Globalisation will continue to significantly impact the fight against cross-border crime. Close strategic and operational cooperation with third countries and international organisations is therefore required. Eurojust will continue to reinforce its global network beyond the borders of the EU. The implementation of our four-year strategy on external cooperation, in close cooperation with the European Commission, will lie at the heart of these efforts. We will also strengthen existing partnerships where a cooperation agreement is already in place and expand our global network of contact points. Where possible, we will join forces with regional networks such as IberRed and international cooperation programmes such as EL PACCTO. In addition, the ECRIS-TCN regulation designates Eurojust as a contact point for queries from third countries and international organisations regarding information held by Member States on criminal convictions of third country nationals.

c) Externally funded projects for operational cooperation

Looking beyond the scope of our traditional budgetary mechanism, we have entered into several agreements that allow us to expand our existing operational activities with the help of external ear-marked funding. By hosting the EuroMed Justice Programme, we will strengthen the judicial cooperation between the Member States and South Partner Countries. The same applies to Western Balkan countries, through our support to the implementation of the Instrument for Pre-Accession Assistance (IPA) III Project. We will also work closely with Europol on the SIRIUS project, aimed at improving cross-border access to e-evidence located in jurisdictions outside the EU. A service level agreement with the European Union Intellectual Property Office (EUIPO) enables us to enhance operational cooperation with that agency and increase our efforts in the field of cross-border intellectual property crime. Finally, we will continue to explore new partnerships that will contribute to fulfilling our mission.



Objective 3: Digitalisation

Eurojust will actively contribute to the EU's efforts to bring cross-border criminal justice cooperation up to state-of-the-art digital standards.

Action area

a) ICT operational capabilities

The COVID-19 pandemic has confirmed the need to further digitalise the way European prosecutors and judges work together across borders. Eurojust will actively contribute to implementing the future vision of criminal justice cooperation that was included in the European

Commission's *Communication on the Digitalisation of Justice in the EU* of December 2020. Through solutions developed at EU level, including e-EDES, e-CODEX and ECRIS-TCN, we will enhance our interaction with the Member States. A new Case Management System will increase our operational support capacity by allowing us to reinforce our analytical activities, connect to other JHA databases and establish secure connections with the Member States. While in the transition phase, we will maintain and further improve our existing ICT operational systems. We will also contribute to innovations in the field of judicial cooperation through our participation in the EU innovation hub.



Objective 4: Strategic work

Unique strategic insights and achievements strengthen Eurojust's role as the EU's centre of expertise in cross-border judicial cooperation.

Action areas

a) Expertise sharing with EU bodies and judicial practitioners

Eurojust will intensify existing efforts to collect and share best practices and lessons learned from its unique operational experience. By pro-actively bringing the practitioner's perspective to the table in Brussels, we will ensure that the judicial cooperation dimension is duly taken into account when new JHA policies or legislation are being shaped.

We will be especially attentive to the priorities mentioned in the Security Union Strategy 2020–2025. This includes terrorism, cybercrime, organised crime (in particular trafficking in drugs and illegal firearms, child sexual abuse, migrant smuggling and trafficking in human beings) and economic crime (fraud, money laundering and corruption). Taking into account the European Green Deal, the same will apply to environmental crime. Support to victims will remain a key focus area, in line with the EU Strategy on victims' rights. We will also actively contribute to the implementation of the revised Action Plan against Migrant Smuggling and the Focus Group of prosecutors and judges fighting migrant smuggling, as well as the revised Strategy on Combatting Trafficking in Human Beings and the future Focus Groups of specialised prosecutors in this crime area. Our involvement in the EU policy cycle EMPACT allows us to support prosecutors and investigative judges in taking an integrated and long-term approach when tackling cross-border crime.

Through targeted communication with prosecutors and judges in the Member States, we will advise on the optimal use of judicial cooperation instruments and explain how to overcome obstacles to judicial cooperation in different crime areas. In particular, we will advise on how to practically deal with relevant European Court of Justice case law and procedural issues, including those that were brought to light by the COVID-19 pandemic. Throughout these efforts, we will continue to join forces with relevant strategic networks, including the network of national correspondents for Eurojust for terrorism matters, the European Network of Prosecutors for the Environment (ENPE) and the European Intellectual Property Prosecutors Network (EIPPEN).

b) Corporate communication and outreach

Eurojust will continue to assert its added value towards legal practitioners, EU policy makers and citizens while pursuing higher public attention for its activities and accomplishments. Fostering a richer understanding of Eurojust's contribution to the internal security of the EU will strengthen our reputation as expert in the field of judicial cooperation and ensure that our role in relation to other JHA stakeholders is well understood. By building trust and engagement with the EU's legal community, we will encourage more case referrals and information sharing, as well as wider participation in our meetings and projects.



Objective 5: Organisational capabilities & efficiency

Eurojust is a highly professional organisation, built on the principles of efficiency, strong organisational management and internal control, and reduced environmental impact.

Action areas

a) Organisational efficiency

Eurojust will continue to seek efficiency gains by actively monitoring, assessing and optimising its services, processes and resource allocation. We will maintain the efficiency gains introduced because of the COVID-19 pandemic, including the extended use of videoconferencing. Strategic workforce planning means we can rely on a flexible, highly skilled and fit-for-purpose workforce. New ICT solutions, outsourcing and increased shared services with other EU agencies and institutions will bring additional synergies and make our administrative processes more efficient.

b) Organisational management and internal control

Eurojust will reinforce its planning, reporting and risk management capabilities. A consistent performance management approach, based on our Internal Control Framework, allows us to assure the (cost-) effectiveness and efficiency of our operations and the reliability of our reporting. We will also safeguard our assets and information, while adequately addressing fraud, irregularities and other critical and/or crosscutting risks.

c) Environmental impact

Eurojust will contribute to the EU's climate ambitions by reducing its carbon footprint and CO₂ emissions. We will monitor, evaluate and improve a number of key services with significant environmental impact, with the aim to become an EMAS and/or ISO 14001 certified organisation.

d) Revision of the Eurojust Regulation

Eurojust will actively provide input to the ongoing negotiations between the EU institutions on a revision of the Eurojust Regulation. Once an agreement has been reached, we will take all necessary measures to implement the foreseen changes to our processes and structures in the most effective and efficient way possible.

ANNEX

Key Performance Indicators (KPIs)²

| Objective | Action area | Indicator | Baseline | Target |
|---|---|---|----------|--------|
| 1. Casework | a) Swift and qualitative response to Member States' requests | Satisfaction level of the Eurojust support to coordination meetings | 3.6 | 3.65 |
| | | Number of new JITs supported | 89 | 95 |
| | b) Pro-active identification of links and investigation or prosecution gaps | Percentage of actions planned to reinforce Eurojust's ability to act on its own initiative implemented | N/A | 80 |
| | c) Operational cooperation with the networks hosted and supported by Eurojust | Number of Eurojust-Networks joint products | 10 | 11 |
| 2. Cooperation | a) Cooperation with JHA partners | Number of cases involving EPPO, Europol, FRONTEX and OLAF | 62 | 75 |
| | b) Cooperation with third countries and international organisations | Number of cases involving third countries and international organisations | 835 | 900 |
| | c) Externally funded projects for operational cooperation | Refer to the agreements for the funding and implementation of the respective external projects | | |
| 3. Digitalisation | a) ICT operational capabilities | Percentage of actions timely implemented as per the new Eurojust CMS development plan | N/A | 80 |
| 4. Strategic work | a) Expertise sharing with EU bodies and judicial practitioners | Percentage of prioritised products on priority crime areas and judicial cooperation instruments delivered | 71 | 80 |
| | | Number of serviced stakeholder requests for strategic contributions | 101 | 120 |
| | b) Corporate communication and outreach | Number of media mentions of Eurojust | 36 115 | 37 500 |
| | | | | |
| 5. Organisational capabilities & efficiency | a) Organisational efficiency | Ratio of new and existing cases over the number of staff and SNE | 35 | 40 |
| | b) Organisational management and internal control | Percentage of ICF principles present and functioning | 100 | 100 |
| | c) Environmental impact | Number of environmental certifications acquired and maintained | 0 | 1 |
| | d) Revision of the Eurojust Regulation | Percentage of actions timely implemented as per the action plan of the revised Eurojust Regulation | N/A | 80 |

² The baseline and target refer to the average per annum in the periods 2019-2020 and 2022-2024 respectively. In one case where the 2019 result is not available (highlighted in italics), the 2020 result is used as the baseline.



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