



EUROJUST

Programming Document 2018 – 2020



EUROJUST PROGRAMMING DOCUMENT Period 2018 – 2020



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Foreword

The European Union is facing serious challenges in the upcoming years. Long-lasting economic malaise and dissatisfaction among citizens in Member States are leading to substantial changes in the political and security landscape.

In this demanding context, Eurojust is called upon to increase its contribution to the fight against new and emerging threats affecting the European Union and its citizens, mainly arising from terrorism and the phenomena of foreign terrorist fighters, illegal immigrant smuggling and cybercrime.

A meaningful response to these threats must include effective prosecution of criminals across Europe, ensuring a well-functioning criminal justice system. In this landscape, Eurojust is playing a crucial role, as shown by the increasing number of operational cases coordinated by Eurojust, and of coordination meetings and coordination centres organised every year.

The budget 2018 reflects the financial and human resources required to perform this increasing operational activity and to meet the growing demands for assistance from national authorities.

List of Acronyms

ABAC	Accounting system of the European Commission	ENCS	Eurojust National Coordination System
ABB	Activity Based Budget(ing)	EPPO	European Public Prosecutor's Office
ABM	Activity Based Management	eRec	Electronic administrative performance monitoring tool
AOA	Annual Organisational Assumptions	EU	European Union
AR	Annual Report	eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
AWP	Annual Work Programme	EUNAVFOR MED	EU Naval Force Mediterranean
CA	Contract Agent	EUROSUR	European External Borders Surveillance System
CAAR	Consolidated Annual Activity Report	FRA	EU Agency for Fundamental Rights
CEPOL	European Police College	FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union
CIF	Case Information Form	FTE	Full Time Equivalent
CMS	Case Management System	FTF	Foreign Terrorist Fighters
COSI	Standing Committee on Operational Cooperation on Internal Security	fyROM	former Yugoslav Republic of Macedonia
CSDP	Common Security and Defence Policy	ICC	International Criminal Court
EU CTC	European Counter-Terrorism Coordinator	ICS	Internal Control Standard(s)
EASO	European Asylum Support Office	J-CAT	Joint Cybercrime Action Task Force
EC3	European Cybercrime Centre	JHA	Justice and Home Affairs
EDPS	European Data Protection Supervisor	JITs	Joint Investigation Teams
EEAS	European External Action Service	JOT-MARE	Joint Operational Team Mare
eHR	Electronic Human Resource System	JSB	Joint Supervisory Body
EIO	European Investigation Order	KPI	Key Performance Indicator
EJN	European Judicial Network	MAS	Multi-Annual Strategy
EJTN	European Judicial Training Network	MENA	Middle East, North African countries
eMS	Electronic Management System	MoU	Memorandum of Understanding
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction	MLA	Mutual Legal Assistance
EMPACT	European Multidisciplinary Platform against Criminal Threats	MFF	Multi-annual Financial Framework 2014-2020
		MSP	Multi-annual Staff Policy Plan

OLAF	<i>Office européen de Lutte Anti-fraude</i> (EU Anti-Fraud Office)
OSR	Organisational Structure Review
PIF	<i>Protection des intérêts financières</i> (Protection of the financial interests of the European Union)
SLA	Service Level Agreement
SNE	Seconded National Expert
SOCTA	Serious Organised Crime Threat Assessment
TA	Temporary Agent
TE-SAT	Terrorism Situation and Trend Report

Business Units of Eurojust

BFP	Budget, Finance and Procurement Unit
CAU	Case Analysis Unit
CLS	College Secretariat
CSU	Corporate Services Unit
DPO	Data Protection Office
EJN	EJN Secretariat
GEN	Genocide Network Secretariat
HRU	Human Resources Unit
IMU	Information Management Unit
JIT	JITs Network Secretariat
LS	Legal Service
NDS	National Desk Support (Administrative/SNE)
OAD	Office of the Administrative Director
OoP	Office of the President
PPR	Press & Public Relations Service

Mission Statement

Eurojust's mission is to support and strengthen coordination and cooperation between national authorities in the fight against serious and organised cross-border crime affecting the European Union.

Eurojust's vision, within the Area of Freedom, Security and Justice, is to develop and enhance judicial cooperation, coordination and mutual trust in the European Union in the fight against serious and organised cross-border crime and terrorism. Eurojust will achieve this vision by:

- Improving the coordination of investigations and prosecutions, by bringing together judicial and law enforcement authorities from Member States and third States.
- Responding to requests for assistance from the competent authorities of the Member States, providing high-quality legal expertise and advice to ensure excellent operational results;
- Continuing to develop as the centre of judicial and legal expertise in the European Union, providing advice to stakeholders based on operational experience, and input to European Union policy makers in matters of judicial cooperation;
- Providing funding and expertise for the setting up and operational needs of JITs; and
- Continuing to develop and be recognised as a professional EU organisation with a positive reputation

Section I Influencing Factors

Eurojust has identified a number of influencing factors expected to have an impact on the operational work of Eurojust from 2018 onwards:

- **New Eurojust Regulation**

The Eurojust Regulation will streamline Eurojust's functioning and structure to enable the College and the National Members to better focus on their operational tasks. A new Executive Board, which will include a member of the Commission, will assist the College in its administrative tasks. There will be the switch from supervision by the Joint Supervisory Body to external supervision by the European Data Protection Supervisor.

Upon adoption of the Eurojust Regulation, Eurojust will need to review all necessary legal acts, processes and procedures to ensure conformity. In the period covered by this Programming Document, the focus will be on implementing the related technical and organisational changes.

- **EPPO Regulation**

The Regulation establishing the EPPO was adopted by enhanced cooperation on 12 October 2017. The expected close interaction between the EPPO and Eurojust will have a cross-cutting impact on Eurojust from 2018 onwards. Despite the uncertainties that an EPPO by enhanced cooperation would entail regarding working methods and practical arrangements, the nature of their mandates implies that Eurojust and the future EPPO will need to work closely together. In 2018, Eurojust expects to undertake actions to define and develop this cooperation. The Eurojust Strategy 2018-2020 and the Work Programme 2018 will be adjusted depending on progress with the implementation of the EPPO Regulation.

- **New Europol Regulation**

The new Europol Regulation entered into force on 1 May 2017, involving revised powers for Europol and a number of changes with an impact for Eurojust. The new Europol Regulation results in an increased flow of operational information between the two agencies, further enhancing close cooperation between them. Additionally, Eurojust and Europol will need to jointly establish the rules and conditions for the applications for JITs funding to ensure sound financial management and efficient support to national authorities. Eurojust will also continue to work closely with Europol, providing input into strategic products, participating in EMPACT and ensuring coordinated judicial follow-up in all areas falling within Europol's mandate.

- **New Frontex Regulation**

On 14 September 2016, the new Frontex Regulation was adopted; it entered into force in full on 7 January 2017. This Regulation provides that within the respective mandates of the agencies concerned, Frontex and Eurojust shall cooperate and provide support to Member States in circumstances requiring increased technical and operational assistance at the external borders in the fight against organised cross-border crime such as illegal immigrant smuggling, trafficking in human beings and terrorism. The new Frontex Regulation may result in an increased flow of operational information to Eurojust, enhancing the close cooperation.

- **New EU Data Protection (DP) Package**

The new EU DP package entered into force in 2016 and is applicable, from May 2018, to the national authorities with whom Eurojust works. The new Data Protection Directive will have a major impact on the way the Member States deal with personal data in the area of law enforcement. The Data Protection Directive will have consequences for Eurojust when it receives and exchanges information from and to the Member States (MS), e.g. the modalities to deal with the data subjects' rights, transfers to third States, etc. Member States will need to work more on DP to attain a level clearly higher than the Framework Decision¹.

- **EU Strategy on Justice and Home Affairs**

Numerous EU Strategies and Action Plans² contribute to setting the priorities of Eurojust, such as: (1) the European Agenda on Security, (2) the Renewed EU Internal Security Strategy Implementation, (3) the European Agenda on Migration, (4) the EU Action Plan against Migrant Smuggling, (5) the EU Policy Cycle and EU crime priorities for the upcoming cycle between 2018 and 2021 (SOCTA 2017), and a number of obligations stemming from EU legal instruments, which emphasize the necessity for:

- closer frontline judicial cooperation and coordination in combating serious cross-border crime;
- intensified information-sharing; and
- best possible use of judicial cooperation instruments to facilitate investigations and prosecutions, and ultimately convictions of criminals.

- **New EU legal instruments in the area of judicial cooperation in criminal matters**

Eurojust is expected to play a key role in advising the Member States on the implementation of the Directive on the European Investigation Order (2014/41/EU) (the EIO Directive). The EIO Directive replaces several existing laws and judicial cooperation instruments dealing with the transfer of evidence between Member States. The deadline for transposing the EIO Directive was 22 May 2017. Eurojust will play an active role in facilitating the execution of the EIO Directive and support national authorities when encountering difficulties with the new system, particularly if the transposition deadline is not met by all Member States.

Eurojust will continue to support Member States in the use of all available tools and instruments of judicial cooperation, and to advise the Commission as requested on the practical operation of such tools and possible improvements.

- **Revised Multi-Annual Financial Framework of the EU 2021-2027**

The upcoming negotiations for the EU Multi-Annual Financial Framework 2021-2027 create an opportunity for Eurojust to advocate a strengthening of Eurojust in terms of financial and human resources taking into account increasing expectation towards Eurojust to play a stronger

¹ Especially on issues such as time limits for storage and review, distinction between different categories of data subject, security, privacy by design and default (in some cases even obligatory data protection impact assessment), rights of the data subjects (right to information, no 'neither deny nor confirm' answer by default in the right of access request cases), the strengthened role of the DPOs, the strengthened powers of the national DPAs.

² See full list in Annex I.A 'Overview of requests to Eurojust in main EU Strategic Documents' and Annex I.B 'Legal Obligations for Eurojust relevant to policy work as laid down in the EU Legal Instruments'.

role in ensuring close judicial cooperation and coordination in cross-border criminal matters in the European Union, particularly in the EU priority crime areas of terrorism, cybercrime and migrant smuggling.

- **Decisions on allocation of budgetary and human resources in a changing environment**

A stringent budgetary climate and continued pressure on Eurojust's limited resources have prompted Eurojust to optimise its financial and human resources with a view to ensuring maximum efficiency and effectiveness in the fulfilment of its mission. The proposed reduction of staff and budget will have an impact that can be minimised by adopting the correct decisions on the prioritisation of tasks and activities. Implementing a model for resource capacity planning and alignment of resources to priorities will be crucial.

- **UK notification to withdraw from the European Union**

Following the 23 June 2016 UK referendum, on 29 March 2017 the UK Prime Minister formally notified the European Council of the UK's intention to withdraw from the European Union, as provided for by Article 50 of the Treaty on the Functioning of the European Union. At the General Affairs Council of 22 May 2017, the Council authorised the opening of the exit negotiations with the UK. Negotiation rounds are currently ongoing.

Until the negotiations are concluded, the type of relationship the UK will have with the European Union is unclear. Eurojust will need to monitor the negotiations on the UK's withdrawal and consider the possible impact on its relationship with the UK and operational work more broadly in 2018.

In 2016, the UK was involved in 373 cases, both UK as requesting country (111 cases) and UK as requested country (262 cases), representing 15% of Eurojust's total casework. Of the 250 coordination meetings held in 2016, 72 involved the UK Desk: 24 as organising country and 48 as participating country, representing 28.8% of Eurojust coordination meetings in 2016.

Section II Multi-annual Programming

1. Multi-annual Objectives

The Multi-annual Plan of Eurojust for the period of 2016 -2018 as adopted by the Management Board defines the strategic objectives for each of the three strategic goals as follows:

STRATEGIC OBJECTIVES 2016-2018	
GOAL 1 - OPERATIONAL WORK	1.1 Strengthen the position of Eurojust as the centre for operational judicial cooperation
	1.2 Provide dynamic and quality support to national authorities in judicial cooperation and coordination
	1.3 Operationally contribute to the EU policy cycle for organised and serious international crime
	1.4 Strengthen the operational information management capabilities of Eurojust
	1.5 Reinforce operational cooperation with key partners
GOAL 2 - STRATEGIC WORK	2.1 Contribute to the improvement of EU action in judicial cooperation in criminal matters
	2.2 Strengthen the pivotal role of Eurojust in joint investigation teams
	2.3 Strategically contribute to the European Union policy cycle for organised and serious international crime
	2.4 Enhance strategic cooperation with stakeholders and partners in the Area of Freedom, Security and Justice
GOAL 3 - ORGANISATIONAL DEVELOPMENT	3.1 Ensure timely internal preparation for implementing organisational change
	3.2 Ensure the delivery of excellent support services

Eurojust did not adopt key performance indicators at the strategic level for its MAS 2016-2018. The assessment of progress and performance is thereby through KPIs of the corresponding annual organisational activities determined for the annual programming, as well as at the operational level for the objectives of each unit and service. In 2017, Eurojust will have reviewed its strategy and vision for 2019-2021 to continue to contribute to a safer European Union by successfully supporting the Member States with coordination and cooperation in the fight against cross-border organised crime.

2. Multiannual Programme

2.1 Strategic Action Areas

In accordance with the guidelines to the Programming Document, terminology required in the Programming Document may be equated to that in use at the agency. In this context, Eurojust's strategic action can be equated to its three strategic goals containing the related strategic objectives, namely operational work, strategic work and organisational development and support.

Strategic Action Area 1 – Operational Work

Strategic Goal 1 adopted by the Management Board of Eurojust states

'Eurojust will function as the centre for operational judicial support in the European Union, proactively fostering and facilitating the cooperation and coordination of the competent authorities of the Member States in serious cross-border crime cases, providing high-quality services and advice responsive to stakeholders' needs and achieving excellent operational results.'

The multi-annual objectives in this regard further define the action areas.

Strategic Objective 1.1 - Strengthen the position of Eurojust as the centre for operational judicial cooperation and coordination by

- Encouraging the referral of complex cross-border crime cases and relevant case-related information to Eurojust and offering operational and legal expertise, particularly on judicial cooperation and mutual recognition instruments such as Mutual Legal Assistance, the European Arrest Warrant, the European Investigation Order and joint investigation teams; and
- Making full use of the possibilities offered by the Eurojust National Coordination Systems in the Member States.

Strategic Objective 1.2 – Provide dynamic and quality support to national authorities in judicial cooperation and coordination by

- Enhancing Eurojust's capabilities to provide an excellent response to requests for judicial cooperation and coordination;
- Facilitating operationally, financially and logistically the organisation of effective coordination meetings and judicial coordination centres, providing follow-up support expeditiously;
- Promoting, financing and supporting the use of joint investigation teams; and
- Developing mechanisms to share experience and best practice in effective casework handling and to provide operational feedback.

Strategic Objective 1.3 - Operationally contribute to the European Union policy cycle for organised and serious international crime by

- Supporting the operational priorities of the European Union and reporting on their effect on Eurojust's operational work;
- Pursuing an operational role in the support to the Operational Action Plans developed within the framework of the European Multidisciplinary Platform against Criminal Threats (EMPACT).

Strategic Objective 1.4 - Strengthen the operational information management capabilities of Eurojust by

- Ensuring an innovative, structured, efficient and reliable information exchange with the Member States and other partners;
- Enhancing analytical capabilities in support of the Member States and other partners.

Strategic Objective 1.5 - Reinforce operational cooperation with key partners by

- Continuing to develop operational cooperation, interaction and complementarities with the European Judicial Network, Europol, OLAF and other partners.
- Enhancing operational cooperation with third States by effectively using the Eurojust Contact Points in third States, facilitating the posting at Eurojust of Liaison Magistrates of third States with a cooperation agreement and posting Eurojust Liaison Magistrates to third States.

Strategic Action Area 2- Strategic Work

Strategic Goal 2 adopted by the Management Board of Eurojust states

‘Eurojust will continue to develop and be recognised as the centre of judicial and legal expertise in the European Union, providing advice to stakeholders based on operational experience in judicial cooperation in criminal matters.’

The multi-annual objectives in this regard define further the action areas

Strategic Objective 2.1 - Contribute to the improvement of EU action in judicial cooperation in criminal matters by

- Proactively delivering strategic advice, based on operational experience, to EU decision- and policy-makers in the field of judicial cooperation in criminal matters;
- Regularly reporting identified obstacles to judicial cooperation, best practice and possible solutions to stakeholders; and
- Actively promoting a common European approach to judicial cooperation, taking into account differences in the legal systems of the Member States of the European Union.

Strategic Objective 2.2 - Strengthen the pivotal role of Eurojust in joint investigation teams by

- Providing best practice and recommendations for the establishment and functioning of joint investigation teams based on practical experience and the findings of the evaluation of joint investigation teams; and
- Ensuring the maximum use of the potential of joint investigation teams by securing funds to support such teams.

Strategic Objective 2.3 - Strategically contribute to the European Union policy cycle for organised and serious international crime by

- Actively promoting the judicial and prosecutorial dimension of the fight against serious cross-border crime in the European Union; and
- Actively contributing to the establishment of the strategic priorities of the European Union.

Strategic Objective 2.4 - Enhance strategic cooperation with stakeholders and partners in the Area of Freedom, Security and Justice by

- Maintaining privileged relations with the EU institutions in the area of criminal justice;
- Further exploring synergies and complementarities with the European Judicial Network, the European Network of Contact Points in respect of persons responsible for genocide, crimes against humanity and war crimes, the Network of National Experts on Joint Investigation Teams and the European Judicial Training Network;
- Prioritising and reinforcing strategic cooperation with other Justice and Home Affairs Agencies to produce a coordinated approach in this area;
- Fully engaging practitioners in EU policy matters through providing support and facilitating the work of the Consultative Forum of Prosecutors General and Directors of Public Prosecution in the Member States of the European Union (Consultative Forum); and
- Building strategic relationships with other European Union agencies or bodies and international organisations closely related to the field of work of Eurojust.

Strategic Action Area 3- Organisational Development and Support

Strategic Goal 3 adopted by the Management Board of Eurojust states

‘Eurojust will continue to develop and be recognised as an effective, efficient, highly professional, client-oriented and flexible organisation.’

The multi-annual objectives in this regard define further the action areas.

Strategic Objective 3.1 - Ensure timely internal preparation for implementing organisational change by

- Ensuring full and smooth implementation of the Regulation on Eurojust, including the implementation of organisational changes that the establishment of the European Public Prosecutor’s Office may require of Eurojust; and
- Promoting a strong and positive organisational culture, embracing change and innovation to face organisational challenges.

Strategic Objective 3.2 - Ensure the delivery of excellent support services by

- Increasing efficiency and flexibility in the deployment of human and financial resources to deliver quality services;
- Enhancing the harmonisation of all internal processes and procedures to streamline services;
- Optimising technological and physical infrastructure to meet business needs;
- Strengthening organisational capacity, management of information, reporting and accountability;
- Enhancing internal and external communication, striving for a stronger corporate identity; and
- Preparing the transition to the new premises of Eurojust as a joint organisational effort.

3. Human and financial resource outlook for years 2018-2020

3.1 Overview of the past and current situation

3.1.1 Staff population overview for 2016³

Non-statutory staff

- **National Desks**

The core operational activities of Eurojust are performed by 28 National Members, one from each of the Member States. National Members are seconded in accordance with their respective legal systems and are judges, prosecutors or police officers of equivalent competence. The National Members form the College of Eurojust, which is responsible for the organisation and operation of Eurojust. At 31 December 2016, 27 National Members were appointed to Eurojust (Malta has not yet appointed a new National Member to replace the one that left). These National Members are assisted by 45 Deputy National Members, Assistants and non-deputising Assistants.

- **Liaison Prosecutors seconded to Eurojust by third States**

Eurojust hosts three Liaison Prosecutors from Norway, the USA and Switzerland, one of whom is supported by an Assistant.

- **Seconded National Experts**

In 2016, Eurojust had 35 Seconded National Expert (SNE) posts approved in its Staffing Plan: 28 to support the work of the National Desks and 7 to offer expertise in the Administration. The filling of the positions allocated to the National Desks is dependent on whether a Member State seconds an SNE to its National Desk at Eurojust.

The Budgetary Authorities approved funding for only 21 of these 35 posts. Therefore, at 31 December 2016, 13 SNEs were seconded by their Member States to the National Desks and 7 SNEs were seconded to the Administration. In addition, one National Expert is seconded to Eurojust as of July 2015 to represent Eurojust in the Cybercrime Centre established at Europol (EC3).

Statutory staff

- **Temporary Agents**

Eurojust had 203 FTE temporary agent posts authorised in 2016. On 31 December 2016, 196 temporary agent posts were filled, leading to a vacancy rate of 3.45%. On 31 December 2016, seven temporary agent posts were vacant (see overview of vacant posts in Chapter X - Organisational chart). Five of these vacant posts were earmarked for potential post reductions

³ For detailed data on different staff categories, please see table 1 in annex III. Information concerning recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance and schooling is provided in Annex IV A-E.

in 2017, as proposed by the Commission. At the end of December 2016, a further two posts were under recruitment.

- **Contract Agents**

Eurojust had 31 FTE contract agents at 31 December 2016. Four contract agents are used to replace temporary agents on part time, long-term sick leave and parental leave, and six contract agents are engaged to perform temporary tasks related to the move to the New Premises. The remaining contract agents provide additional capacity to meet the demands in core operational and administrative work.

Other Staff

- **Structural Service Providers**

Eurojust used a total of 8.09 FTE Structural Service Providers in 2016. Structural Service Providers are used in the areas of Information Management, Facility Management and Audio-visual Services. In 2016, Eurojust used 2.76 FTEs (consultants) for New Premises Project Management and 0.83 FTE (consultant) for Audio-visual Services. External service providers are commonly used in the Information Management Unit (IM) to provide high level/strategic advice, technical advice related to specific technologies, technical support related to products or services and support related to requirements analysis; 4.5 FTE consultants have been providing their services to IM throughout 2016, engaged mainly in project work related to the New Premises and ICT support.

- **External staff for occasional replacement**

External (interim) staff for occasional replacement is engaged to cover long-term absences at the National Desks to meet their specific linguistic requirements, as well as for ICT support. In the Administration, they are engaged exceptionally to cover urgent needs for additional expertise support in the absence of temporary agents. By the end of 2016, 5 FTEs were providing services at the National Desks and 3 FTEs were located in the Administration.

- **Expenditure for 2016**

Below is an overview of 2016 staff expenditures (based on the payment appropriation), including the foreseen expenditures for 2017 and 2018. These figures are based on the submitted Budget Circular 2018 and the final financial accounts for 2016, which are expected to be adopted in May 2017.

EXPENDITURE	Payment appropriations				
	Executed Budget 2016	Budget 2017	Final Budget 2018		VAR 2018/2017 (%)
			Agency request	Budget forecast	
Salaries & allowances	18,383,231	17,814,928	20,825,310	19,832,310	11%
<i>- Of which establishment plan posts</i>	17,632,617	17,162,785	19,796,703	18,803,703	10%
<i>- Of which external personnel</i>	366,907	50,000	400,000	400,000	700%
<i>- Of which supplementary services</i>	383,707	602,143	628,607	628,607	4%

3.1.2 Other information

For information concerning the Eurojust's recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance and schooling see Annexes IV-A to IV-E.

3.2 Resource programming for 2018-2020

3.2.1 Financial Resources

Detailed data provided in Tables in Annex II.

Development of the Draft Estimate of Revenue and Expenditure for 2018

The Final Budget 2018 reflects the requirements of Eurojust, a demand-driven agency, and is created in accordance with the Activity Based Budgeting (ABB) and Activity Based Management (ABM) principles and methodology. It is based on the 2018 budget assumptions, Annual Activities (AAs) and Objectives to Annual Activities (OAAs) that were adopted by the College and stem from the Eurojust Multi-Annual Strategy (MAS) 2016-2018. It consists of the detailed activity and resource plans of all Eurojust organisational units submitted in eMS, Eurojust's planning tool.

The Final Budget 2018 stands at €38,606,737⁴.

Budget per Title (x€1,000)	2017	2018	Change 2018-17	Change % 2018-17
Title 1 - Staff expenditure	18,501	20,877	2,376	13%
Title 2 - Infrastructure and operating expenditure (excl. "ring-fenced" NP costs)	10,471	6,896	-3,575	-34%
Title 3 - Operational expenditure	8,587	10,834	2,247	26%
Total Regular Budget	37,559	38,607	1,048	2.8%
Title 2 "ring-fenced" NP costs	11,130		-11,130	
Grand Total	48,689	38,607	-10,082	-21%

The 2018 budget is decreased by €10,082,500 or 21% compared to the 2017 budget, which was approved by the Colleges and included also the 'ring-fenced' budget for the NP project.

By excluding this 'ring-fenced' budget, the 2018 budget has a net increase of €1,047,501 or 2.8% compared to the 2017 budget, reflecting primarily budget reinforcements in line with the decisions of the College in the meetings of 7 and 21 November 2017:

- in operational areas such as coordination meetings (350 coordination meetings) and JIT grants (€1.442 million) to support, , the increasing trends in Eurojust's operational workload and the Member States' demand for financial support to set up JITs;
- in areas significantly impacted by budget reductions in 2016-2017, such as ICT projects and staff trainings;
- in the Corporate Communications Office budget, so as to implement new projects and activities in support Eurojust's communication strategy; and
- in the HR budget, so as to fully cover the salaries and allowances for the existing and new posts (TA/CA) as well as for 21 SNEs.

⁴ Includes €255,269 as assigned revenue of prior year (2016).

⁵ The College approved the Final Budget 2017 on 6 December 2016 and an amending version of it on 19 September 2017.

The increase in the area of **Corporate Communications** responds to Eurojust's commitment to increase its ability to efficiently and effectively manage institutional knowledge and to communicate with EU stakeholders, institutional partners and media, including in times of crisis. In order to achieve this, Eurojust will focus in particular on the following areas:

- i) external communications, to strengthen Eurojust's relationship with national practitioners, institutional stakeholders and media community to reaffirm Eurojust's reputation and central role in supporting national authorities dealing with serious cross-border organised crime;
- ii) crisis communications, to increase Eurojust's ability to properly and timely react in times of crisis, including Member State's crisis, which may affect Eurojust's reputation; and
- iii) internal communications, to improve institutional knowledge sharing and management as well as post holders' awareness of Eurojust core mandate and activities.

Listed below are the activities foreseen in 2018 and designed to implement Eurojust's increased focus in the areas of external, crisis and internal communications, along with an indication of their estimated additional costs.

Area	Activities	Estimated costs
External Communications	Producing informational material (fact sheets of Eurojust services, mission, cases) for national judges and prosecutors, to communicate success stories of judicial cooperation and added value of Eurojust and encourage referral of cases to Eurojust	EUR 45,000
External Communications	Producing audio-visuals (clips and/or documentaries) to broadcast a narrative to promote the added value of Eurojust in its support to national authorities in the fight against serious cross-border crime in the EU	EUR 55,000
External Communications	Consultancy services for the concept, design and management of the new Eurojust website, both for practitioners and the wider public, to ensure proper attention to communications aspects and user experience elements	EUR 25,000
External Communications	Organising <i>ad hoc</i> events (e.g. communications events in Brussels) to present the work and added value of Eurojust in the field of judicial cooperation in criminal matters and to enhance relations with key EU stakeholders (such as the European Commission, European Parliament, EEAS and JHA agencies)	EUR 45,000
External Communications	Organising <i>ad hoc</i> events (e.g. dedicated media events with representatives of main European media outlets) to enhance relations with key media stakeholders and reinforcing media monitoring to ensure better coverage of Eurojust activities	EUR 15,000
Crisis Communications	Crisis communication training/exercise (for executives only or selected concerned senior staff) to enhance Eurojust's response mechanisms to properly and effectively react in times of crisis, including Member	EUR 15,000

	States' crises, which may affect Eurojust's reputation. Such mechanisms include practical communication procedures to support ongoing operations during a crisis, as well as measures necessary for supporting a rapid return to normal operations	
Internal Communications	Series of information sessions with staff on Eurojust's ongoing operational and strategic activities to improve post-holders' knowledge and understanding of Eurojust's day-to-day core business, as well as their feeling of ownership of and pride in Eurojust's achievements	EUR 13,000
	Total	EUR 213,000

Concerning the increase of €314K for **ICT projects** in 2018, the IM budget is estimated based on the Activity Based Management approach. Any deviation from the current proposal would require guidance on which activities need to be (de)prioritised.

The increase in the ICT project budget is required to reinstate investments, which were not possible in 2016/2017 due to reductions that were implemented in those years. The investment in 2018 is essential to:

- resume the implementation of postponed ICT projects caused by the freeze of the ICT preparations required to move to the new building;
- take up ICT projects that were delayed as result of the focus on IT requirements necessary to facilitate the organisational restructuring in 2017; and
- reinstate deprioritised ICT projects postponed due to the reductions imposed in previous years.

Listed below are a number of important development requests that are already known for 2018. The final plan will be based on prioritisation by the relevant governance bodies (CMS Board, OICTP Board, ICT Steering Group).

The Case Management System (CMS) is the core IT tool for managing casework at Eurojust.

The current CMS was developed in 2008. Due to the age of the current CMS application, an extensive evaluation of the technologies used within the CMS was completed by the CMS supplier, together with Eurojust, in early 2017. During the assessment, an increasing number of components in the system were identified as being no longer supported or nearing the end of support; i.e. from a technical perspective, Eurojust decided in April 2017 to re-design the CMS.

Eurojust uses commercial technologies (e.g. Microsoft) for its ICT systems and regularly upgrades the ICT infrastructure in order to stay in line with the recommended best practice and systems lifecycle. Due to the age of certain components in the CMS, the risk increases with each upgrade of the ICT infrastructure that the CMS will require. In addition, an ever increasing amount of work to maintain the application will be required, with the eventual possibility that the system will be incompatible with the rest of the Eurojust ICT infrastructure.

The current CMS has a number of issues which affect the performance, flexibility of its use, complicate the installation of new releases and makes it difficult to deliver requested new

functionalities. Furthermore the intended use of the CMS has changed over time; e.g.: the CMS was originally designed to be accessed only in the Secure Network whereas now external access is foreseen and structured data exchange with other agencies is expected.

Although in the short term, the system is relatively stable it has become undoubted that Eurojust should plan for the replacement of the current CMS, as the functioning of the system cannot be guaranteed for the near future and in order to respond to new ways of working.

The current status of requests for core business projects is:

Project/Activity Name	2018-current situation	Explanation
Maintenance	EUR 70,000	Fixing production issues and implementing necessary technical upgrades. Based on the issues that occurred in 2017, the proposal for 2018 should be sufficient.
Automated Information Exchange	EUR 10,000	Deliver one smart form (as A13) or another structured data exchange tool such as for EAW or Terrorism These are submitted as <i>ad hoc</i> request from business. In 2017, this was the article 19 form.
CMS RA/Specs	EUR 140,000	Finalise specification of new CMS, EUR 250K was the initial estimate (presented in College) for the assessment work. EUR 125K committed in 2017 with PWC for the roadmap (= high level requirements only). If we go for a new CMS after roadmap – detailed requirement and specification required, which could cost EUR 100-150K depending on the complexity of solutions identified in roadmap.
CMS Development	EUR 500,000	First release of new CMS, as above Basic CMS functionality range btw EUR 500K-1M. Amount committed in 2018 will depend on roadmap, specification, how new functionality will be implemented (big bang, modular, etc.).
JIT Tool RA/Specs	EUR 30,000	Specify next JIT module Before major new functionality is developed, a benefits review and technical assessment of the current portal and tool will be carried out.
JIT Tool Development	EUR 150,000	Develop next JIT module. Future projects should be less expensive, as the infrastructure is now better known.

Sub Total CBP	EUR 900,000	Some of the EUR 200K (50K?) could be moved to first release new CMS.
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For organisational projects, the current status of requests is:

Project/Activity Name	2018-current situation	Explanation
Maintenance	EUR 100,000	Fixing production issues and implementing necessary technical upgrades. Based on the issues that occurred in 2017, the proposal for 2018 should be sufficient.
EJ External Website-RA/Specs	EUR 47,000	Maintainability, compatibility and usability requirements are driving a technical change to the website platform.
EJ External Website Development	EUR 150,000	Early estimate of the cost of the first iteration of new external website based on collected requirements and specification.
eMS RA/Specs	EUR 32,000	In 2017, the high-level analysis of the eMS application was done; result is that a redesign of new technology will be cheaper than implementing all change requests.
eMS Development	EUR 150,000	Early estimate of the cost of the first iteration of the web-based application.
SYSPER Implementation	EUR 66,000	Fixed Implementation Costs paid to COM.
eMission RA/Specs	EUR 40,000	Specify eMission NG based on requirements collected in 2017.
eMission DEV	EUR 188,000	Replace outdated mission system with eMission NG based upon specification.
Project Management	EUR 180,000	Depending on the number of projects that are prioritised, need to spend up to EUR 180,000 on external project management resources.
Sub Total OPP	EUR 953,000	

In relation to infrastructure and architecture upgrades, the requests are:

Project/Activity Name	2018-current situation	Explanation
SIEM Replacement	EUR 100,000	Implementation of 'Splunk' will allow compliance with JSB requirement to collate audit logs.
DMS Migration Sharepoint 2010->2013	EUR 60,000	DMS is running on SharePoint 2010; the Eurojust-supported platform is now SharePoint 2013.
MDM Deployment	EUR 20,000	Replacement of BB with new mobile devices (external support for provisioning, training).
Identity and access management testing	EUR 20,000	Analysis for federated identity solution.
	EUR 30,000	Integrate automated testing into orchestration process.
JHA Shared Service	EUR 30,000	Contribution to inter-agency approach to shared services for EUCI.
Project Management	EUR 170,000	Depending on the number of activities that are prioritised, need to spend up to EUR 170,000 on external technical and project management resources.
Sub Total TIP	EUR 430,000	

3.2.2 Human Resources

Staff population evolution⁶

See also table 2, annex III.

In the years 2018-2020, an increase in Eurojust's staff is needed to meet the rising demands of Member States and to effectively respond to key priorities in the area of serious organised crime and terrorism. Eurojust requested additional posts for the 2018 establishment plan (see details below) to respond to these needs.

Statutory Staff

- **Temporary Agents**

The Commission proposed a reduction in the 2017 establishment plan of seven posts, bringing the total to 198. The reductions were made at the following grades: one AD 9, one AD 7, one AD 6, three AD 5 and one AST 4. However, the Budgetary Authorities decided to increase the establishment plan to 208 posts. The Commission subsequently determined that the grades for these 10 new posts would be three AD 8, three AD 7, three AD 6 and one AD 5.

In accordance with the Budget Circular for 2017 and 2018⁷, Eurojust has met all commitments on the 5% post reductions for the decentralised agencies and benefited in 2016 and 2017 in the amount of 13 posts considered as *'deliberate top-ups which alter the target number of posts'* of the Commission's Programming Document⁸.

These new posts are/will be used to provide support to the priorities set out in the European Security and Migration Agendas and the Migration Action Plan (2015-2020). Special focus will continue to be placed on counter-terrorism, cybercrime and illegal immigrant smuggling.

The establishment plan for 2018 includes provisions based on the reclassification percentages per category and grade to secure the availability of grades for the reclassification exercise of 2018. The percentages are in accordance with the multiplication rates for guiding average career equivalence⁹, and the figures are rounded downwards. Eurojust will apply the same method to incorporate potential reclassifications in the 2019-2020 establishment plans.

New requests for Temporary Agents for 2018

Eurojust requested 12 new Temporary Agent posts in the draft EP2018.

- 4 Specialists AD 8 staff were requested to assist Eurojust in the following operational areas: counter-terrorism, cybercrime, illegal immigrant smuggling and case data management system analysis.
- 7 Administrative Assistants AST 2 were requested to offer permanent support in the busiest operational work areas of Eurojust: 6 Administrative Assistants AST 2 to

⁶ For detailed data on the staff population evolution, see table 2 in annex III.

⁷ Budget circular for 2018, Agency Instructions, Brussels, 20 December 2016.

⁸ COM(2013)519.

⁹ Article 45§1 and §2 of the revised Staff Regulations, Annex I.B. Staff Regulations and Article 54 of the revised Conditions of Employment of Other Servants.

reinforce the support to the National Desks and 1 AST 2 Administrative Assistant to reinforce the support to the European Judicial Network.

- 1 Archivist AST 3 was requested to implement Council Regulation 354/83 of 1 February 1983 concerning the opening to the public of the historical archives of the European Union. An archive manager will be needed when Council Regulation 354/83 of 1 February 1983 concerning the opening to the public of the historical archives of the EEC is implemented by Eurojust. This Regulation prescribes the placement of documents of historical value in the internal historical archives 15 years after document creation. Currently, Eurojust has insufficient human resources to perform these tasks

The final resource allocation to Eurojust by the budgetary authorities for 2018 did not grant the 12 requested posts and further reduced Eurojust's 2018 EP by 4 posts to achieve the last 2% of the 5% post cuts for the redeployment pool. In addition, the Budgetary Authorities granted 5 deliberate top-ups in the 2018 budget, thus increasing the 2018 EP to 209 posts.

Thanks to further internal efficiency gains, Eurojust will be able to convert 3 out of the 6 requested AST 2 Administrative Assistant posts to the National Desks. Each National Desk is allocated one TA to support its operational work. The administrative assistants provide operational assistance to the National Member by processing operational data in the CMS, maintaining contacts with other national desks, home authorities and Europol in order to coordinate visits to operational meetings. In addition they provide all around administrative support, document management support and they assist in the financial administration of the desk by administering the missions, expense claims and travel arrangements of the members of each desk. Due to increased caseload at several National Desks, Contract Agents have been recruited since 2010 to provide the necessary additional support to meet the increased needs. Over the years, the tasks of these second administrative assistants do not result from a temporary increase in workload, but have assumed a permanent nature equal to those of the TA AST 2 posts. For the past five years, six National Desks have had an additional 1 FTE performing as 'second' Administrative Assistant. The allocation of these AST 2 posts to meet these permanent needs would lead to an equivalent reduction in the number of Contract Agents (CA) at Eurojust.

- **Contract Agents**

As explained above, due to efficiencies resulting from the recent reorganisation, Eurojust will manage to convert 3 CA Administrative Assistants at the National Desks to TA (AST 2). Consequently, Eurojust will need to request 22.5 FTE CAs to include the 4 CA posts for which Temporary Agent posts were not granted for conversion. Two additional CA posts will be utilised to cover operational needs in areas with increased workload due to the increase in the number of coordination meetings and coordination centres. Eurojust will strive to further reduce the number of Contract Agents through efficiency gains and internal redistribution of staff, although Contract Agents may be needed to cover long-term absences such as parental leave, which may have an impact on the total reduction of Contract Agents.

Non-statutory staff

- **National Desks**

The number of National Members is expected to remain stable in 2018-2020. The number of Eurojust National Desks may change following the entry into force of the Eurojust Regulation, as a result of the non-participation of Denmark, as well as following the withdrawal of the UK from the European Union. However, at this time, the draft Eurojust Regulation is still under negotiation and the UK has not yet triggered Article 50 TFEU. The composition of each National Desk is decided by the Member State. The number of Deputy National Members and Assistants to the National Members has slightly dropped over the past years, mainly due to austerity measures in the Member States.

- **Liaison Prosecutors**

Additional Liaison Prosecutors may join Eurojust in 2018-2020, in view of recently concluded cooperation agreements with Moldova, Montenegro, the former Yugoslav Republic of Macedonia and Ukraine.

- **Seconded National Experts**

Eurojust will retain 21 SNE positions in 2018 to support the work of the National Desks. SNE positions that are unused by the National Desks may be used by the Administration. In 2019-2020, no significant changes are envisaged.

Other

- **Structural Service Providers**

As of 2018, the number of consultants is expected to decrease to 4.5 FTEs per year, one for audio-visual-related installations and operations and 3.5 FTEs for ICT consultants. This reduction is partly due to the completion of the New Premises project.

Resource outlook over the years 2018-2020: future activities of Eurojust taking into consideration consequences on staff policy

- **New tasks**

In the period 2018-2020, Eurojust will also face new and additional tasks due to the likely conclusion and entry into force of the Eurojust Regulation. Once adopted, Eurojust will need to make changes to its governance structure and review internal processes and procedures to implement the Regulation. Amongst other things, the Regulation is expected to increase operational collaboration with Europol (also taking into account the new Regulation on Europol) and Eurojust will need to ensure that adequate resources are in place to manage the cooperation successfully.

The establishment of the EPPO and its expected close interaction with Eurojust will have a cross-cutting impact on Eurojust from 2018 onwards. Eurojust and the future EPPO will clearly need to work closely together. In 2018, Eurojust expects to undertake actions to define and develop this cooperation. Discussions on the resources required to set up the EPPO are ongoing. Depending on the outcome of these discussions, Eurojust's staff policy will need to be updated. The assessment of Eurojust's contribution to the EPPO is currently taking place.

Growth of existing tasks

Compared to 2014, Eurojust has experienced an increase in its caseload of almost 23% in 2015 and of 4% in 2016, if compared to 2015.

Terrorism

In 2016, Member States' demand for operational and judicial support from Eurojust in complex terrorism cases increased, with the number of new cases registered (67 compared to 41 in 2015), coordination meetings (18 compared to 15) and JITs (4 compared to 3) setting new highs. In addition, more information on domestic prosecutions and convictions for terrorist offences was shared with Eurojust via the national correspondents for terrorism matters, pursuant to Council Decision 2005/671/JHA on the exchange of information on terrorist offences.

Eurojust continues to work towards increasing operational cooperation with key stakeholders in the field of counter-terrorism, such as Europol and the EU Counter-Terrorism Coordinator.

Cybercrime

Judicial cooperation in the field of cybercrime increasingly faces many distinct challenges, mostly concerning the inherent borderless nature of this criminal phenomenon and the significant legislative differences existing at national level.

While Eurojust's casework in this field decreased slightly in 2016 compared to 2015, Eurojust was instrumental to the creation of a community of cybercrime practitioners to share judicial experience, expertise and knowledge in the area of cybercrime and cyber-enabled crime. The European Judicial Cybercrime Network (EJCN) was formally established by Council Conclusions on 9 June 2016. The Network consists of at least one national representative of the judicial authorities with appropriate expertise per Member State. It will facilitate and enhance cooperation between competent judicial authorities by enabling exchange of expertise, best practice and other relevant knowledge of the investigation and prosecution of cybercrime; as well as by fostering dialogue among different actors and stakeholders that have a role in ensuring the rule of law in cyberspace. Eurojust will continue to provide support to the EJCN in performing its work.

Based on the success of the first two issues of the *Cybercrime Judicial Monitor* (CJM), Eurojust will continue to produce this publication.

Eurojust continues to work in close cooperation with other stakeholders in the field, such as the Cybercrime Convention Committee (T-CY) of the Council of Europe and the European Cybercrime Centre (EC3), to ensure effectiveness in investigations and prosecutions in cybercrime cases. The Seconded National Expert on Cybercrime for EC3 ensures the liaison between both agencies, facilitates the exchange of information, and supports and coordinates cooperation with EC3 on behalf of Eurojust.

Illegal immigrant smuggling

Member States' judicial authorities continue to face a severe crisis arising from the sharp rise in illegal immigrant smuggling (IIS). In the past few years, the flood of migrants has caused a global humanitarian crisis on an unprecedented scale, with thousands of migrants reported to have died in 2016. National authorities increasingly looked to EU institutions and agencies, including Eurojust, to identify and implement new and more effective avenues for tackling this humanitarian emergency.

Against this background, IIS remained one of the top crime priorities in Eurojust's casework in 2016 and is expected to remain so in the years to come, with the number of registered cases and JITs set up in this field increasing slightly in 2016 compared to 2015 (65 registered in 2016 compared to 60 in 2015; 11 JITs compared to 9).

Eurojust continues to strengthen Member States' ability to dismantle and prosecute the organised criminal groups behind the smuggling and trafficking networks.

THB

The operational support provided by Eurojust to national investigations and prosecutions of human trafficking continues to grow. In 2016, the number of registered cases was 93, compared to 79 in 2015; there were 33 coordination meetings on THB in 2016. In addition, in 2016 there were 32 JITs, of which 19 newly established in 2016, compared to 21 active in 2015. These figures mark an increase from previous years. Moreover, two Latin American countries, Colombia and Paraguay, were involved as requested countries in a THB case at Eurojust for the first time.

Eurojust coupled its operational support with strategic activities to enhance the effectiveness of international judicial cooperation in THB cases and to bolster its partnership with other EU institutions and JHA agencies for the purpose of streamlining actions and optimising resources in the fight against THB.

Fraud cases continue to represent a significant part of Eurojust's operational casework, comprising the largest number of registered cases (654), coordination meetings (44), coordination centres (7 out of 10) and JITs (35, of which 9 newly established) in 2016. Fraud-related offences, such as VAT fraud, are among the most recurrent complex crimes in Eurojust casework.

Corruption

Bribery, including foreign bribery and corruption, undermines confidence in the public and private sector. In 2016, Eurojust reaffirmed its commitment to support the Member States' prosecutorial and judicial authorities in their efforts to fight corruption. In 2016, Eurojust dealt with 74 cases involving corruption, held 15 coordination meetings and supported 2 JITs.

Drug trafficking

Drug trafficking-related crimes comprise a significant portion of Eurojust's casework, with 254 cases, 41 coordination meetings, 1 coordination centre, and 24 JITs (13 of which were newly set up) recorded in 2016. In addition to providing operational support, Eurojust, in close

cooperation with international partners, worked towards strengthening Member States' ability to effectively address the emerging threats in the area of new psychoactive substances and controlled deliveries.

Organised property crime (OPC) committed by mobile organised crime groups (MOCGs)

The category of OPC committed by MOCGs covers an assortment of offences, such as motor vehicle crime, metal theft, pickpocketing, robbery and serial burglaries. Eurojust casework in this field of criminality in 2016 remained substantially at the same level as in previous years, with the number of registered cases (199), coordination meetings (19) and active JITs (12, including three newly formed in 2016). The only notable exception is a 200% increase in the number of coordination centres held in 2016 that dealt with motor vehicle crimes (2, while none was held in this field in 2015).

The complexity of the work and need for specific language requirements at the National Desks will continue to demand specialised support and knowledge, which cannot be easily managed by technology. The complexity lies in the coordination of the judicial activities that accompany cross-border investigations, which bridge the 30 legal systems and 24 working languages of 28 Member States, giving the core activities a unique hybrid character.

Financing of JITs through Eurojust's own budget is expected to continue at the level of EUR 1 million in 2018, reflecting the demand for this assistance, which continues to increase annually. This demand clearly demonstrates that this funding mechanism stimulates greater use of JITs and supports cooperation between national authorities in the fight against criminal networks. In 2016, the number of JITs supported financially was 89 compared to 68 in 2015. The increase in the budget for 2016 has an impact not only on the JITs Secretariat managing the applications and award decisions, but also on the Budget and Finance Unit in terms of administrative support and control.

- **Reorganisation and efficiency gains**

The continuing increase in Eurojust's operational work and rise in the number of cases referred to Eurojust by the Member States pose challenges in times of limited resources.

In addition to meeting the 5% post reduction, Eurojust has succeeded in meeting these growing demands through efficiency gains, without a corresponding increase in resources. By making use of internal mobility possibilities, Eurojust has reinforced direct support to operational work and reduced administrative overheads. A new internal mobility policy was adopted in 2016 to facilitate this process.

In 2017, Eurojust has implemented an organisational restructuring to focus on support to Eurojust's core operational business and more efficiently respond to the growing demands of Member States. Following an organisational analysis of the support provided to core operational business, Eurojust developed a new organisational structure to reduce the overlap between services, address other priorities and ensure a more coordinated approach to casework.

For example, a new Operations Unit has been created to provide multi-disciplinary support to casework in a 'one-stop shop'. Additional resources will be allocated to communication

activities, events including coordination meetings and coordination centres and providing expertise on issues related to specific crime areas and the use of judicial cooperation instruments. The new organisational structure that was introduced in January 2017 is shown in Annex XII.

As a result, Eurojust has been able to achieve greater results without recruiting additional staff. However, the capacity to absorb increases in cases referred to Eurojust by Member States of 10-25%, year after year, is limited. To meet operational needs going forward and respond to challenges, Eurojust has requested additional posts in 2018.

In view of the need to reassign staff through internal mobility and organisational restructuring, Eurojust proposes to enhance its training budget in the coming years to better support the retraining and transfer of personnel and thus enhance flexibility and responsiveness within the organisation.

At the end of 2016, in view of the imminent relocation and the proximity to Europol, Eurojust commenced discussion with our partner agency regarding opportunities for shared services, particularly in the areas of human resources, procurement, ICT and facilities management.

- **Negative priorities/Decrease of existing tasks**

Eurojust's core activities are demand-driven through the referral of cases to Eurojust by the Member States. Support to Member States in cases is the absolute priority. Even in the event of a shortfall of resources, support to cases will be upheld through the de-prioritisation of other activities.

Activities and actions which are linked to casework and Eurojust's operational experience, such as Tactical Meetings, meetings of the Consultative Forum of Prosecutors General and Directors of Public Prosecutions, the development of guidelines, analyses of cases or other associated policy work have the second priority after the support to cases. Non-case-related activities of the College and the Administration will be de-prioritised as required to meet the higher priority demands, within the limits necessary to remain compliant with the applicable statutory framework.

As a result the financial constraints for 2017 and the unavoidable financial obligations related to the new premises and its transition, Eurojust had to de-prioritise and defer activities as follows:

- Reduce/consolidate Eurojust (strategic and tactical) meetings with a corresponding decrease of 60% of the budget compared to 2015 levels;
- Defer the introduction of a new service concerning translation for evidence, including intercepts, for the Member States with a view to seek funding through the ISF funds in the course of 2018-2019 and depending on the outcome, reconsider the need to seek budgetary resources in the 2020 budget cycles;
- Reduce core business and organisational/administrative ICT projects, the latter potentially reducing advancements in terms of administrative efficiency (unfunded project priority list still to be determined by Programme Boards and ICT Steering Committee);
- Reduce the training budget incrementally. The training for staff was retained at lower levels than organisational norms (~2% of staffing budget) and was also reduced for National

Members and other non-statutory staff of the National Desks, which had a significant impact on the ability of Eurojust to train personnel beyond obligatory third language and generic soft skills. Technical training has been reduced significantly and appears as a key point of dissatisfaction in the recent Staff Engagement Survey; and

- Reduce building maintenance and facility services to minimum estimated values, which presents some financial risk given that Eurojust has no benchmark for the operating costs of the new premises at this time.

With regard to staff costs, the budget voted by the budgetary authorities for 2017 was insufficient to allow the recruitment of the full staff capacity approved under the establishment plan, as such a vacancy rate in the order of 7%, far higher than the Commission's benchmark of 2%, will be imposed, meaning vacant posts must be left unfilled.

With the voted budget of 2018, the Budgetary Authorities reinstated €1.865 million over the DB2108 proposal of the Commission. This 'top-up' finally addresses the structural deficits faced by Eurojust under the 2014-2020 MFF, especially in respect of staff remuneration.

In the course of finalising the 2018 budget allocation, Eurojust identified savings in the amount of approximately €670,000 without impact on Eurojust's activities/services in a number of areas, mainly capitalising on more accurate information on the costs associated with the new premises. In addition, in 2017, a lower expenditure on the transition to the new premises than forecast and a higher reimbursement from the Host State in respect of transition costs provides a €1.1 million credit available for 2018, enabling Eurojust to reinforce a number of budget areas and to alleviate the constraints of prior years. Eurojust reinforces:

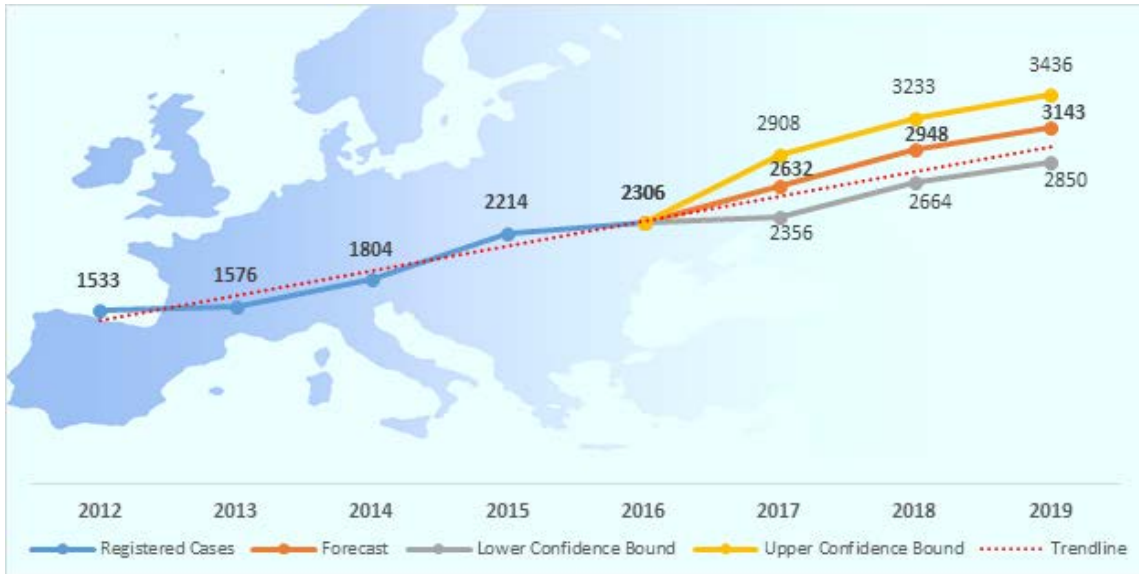
- Title 1 in respect of staff remuneration and staff training
- Title 2 in respect of administrative ICT developments projects to gain efficiency, including the Eurojust website and SysPer eMissions
- Title 3 in respect of coordination meetings (elevated assumption of 350 meetings), ICT core business developments, JITs grants and activities in support of the corporate communication strategy

Eurojust is optimistic that this budget allocation will enable a number of deferred activities to be progressed and set a realistic baseline for subsequent budget years.

3.3 Conclusion on evolution of resources compared to the Commission Communication 2014-2020

As a demand-driven agency, Eurojust is facing an unprecedented increase in its operational workload, with a steady rise concerning the total number of registered cases over the past years. The forecast for the years 2018 and 2019 suggests a continuation of this trend. The chart below shows the forecast with a 95% confidence interval and a trend line. The casework for 2018 is projected to increase a further 12-22% over the current forecast¹⁰ for 2017.

¹⁰ As at 30 November 2017.



Similarly, a significant increase of 52% has been experienced in the number of coordination meetings, from 164 in 2012 to 249 in 2016; this trend has been further strengthened in 2017 with the current forecast¹¹ of 306 coordination meetings by the end of 2017, representing a growth in the number of coordination meetings of up to 87% since 2012.



In line with trends in recent years, this level of increase is expected to continue in 2018. The increase in operational work has required corresponding reinforcement of human resources in the direct support areas, largely achieved through the comprehensive reorganisation of Eurojust's operational support department and efficiency gains arising from the completion of the new premises project and review of other administrative support areas, resulting in a significant strengthening of operational support.

If the level of operational work continues to rise in subsequent years, areas of support, including finance, missions and events, will probably require reinforcement in line with the increasing workload.

¹¹ Idem.

Despite a mid-term review of the Multi-Annual Financial Framework (MFF) by the Commission in 2016, no adjustment was made to budget or establishment plan ceilings for Eurojust, unlike other agencies that had been granted 'deliberate top-ups' and resources linked to the migration crisis or in recognition of increasing workload/tasks¹² made in 2016 and 2017. *Ex post facto* revisions continue to be made to reflect the final voted budgets of 2015 – 2018; however, no extrapolation is made with regard to the budgets of the successive years. As a result, Eurojust's annual budget request is being assessed against original MFF baselines that are recognised as largely obsolete, with acknowledged structural deficiencies.

While the Final Budget 2018 has been significantly reduced compared to 2017 due to the completion of the new premises project, a significant deviation (€6.16 million) remains from the corresponding ceiling of the Commission's MFF for the regular operational budget of Eurojust, set at €32.45 million.

Eurojust has been successful and supported in securing annual budgets (amending budgets) that exceed the MFF ceilings. In this respect, Eurojust is grateful for the support of DG Justice and the Budgetary Authorities in examining on a case-by-case basis the annual needs of Eurojust and voting annual budgets and establishment plans that better meet the needs of the agency. However, with no revision to the MFF, the commonly accepted, cumulative and unavoidable budget deficits must be reiterated and re-justified each year.

The reasons for these deviations are manifold, namely:

- Additional posts (TA/CA) and deliberate top-ups to the staff resources granted by the Budgetary Authorities, deviating from the originally anticipated staff number in 2018 (MFF foresees 191 posts in 2018, while Eurojust has been authorised 'deliberate top-ups' in the intervening period amounting to 209 authorised posts in 2018);
- Adjustment of staff and SNE expenditures to reflect the lower vacancy rate of 2% as applied by the Commission;
- Ongoing impact of high statutory remuneration adjustments not factored into the MFF;
- Decentralised and growing costs for European Schools and external audit, not foreseen in the MFF;
- Higher exploitation costs for the new premises, which are significantly higher and based on the 'build and maintain' concept;
- Provision for JITs funding, which was not part of the original MFF baseline and provided by a Commission grant at the time the MFF was established; and
- Significant increases in operational work since 2013, when the MFF ceiling was established.

In light of these points, the Final Budget 2018 unsurprisingly deviates from the MFF in terms of budget and staff resources.

¹² Budget Circular for 2017 Agency Instructions, Brussels 17 December 2015, and Budget Circular for 2018 Agency Instructions, Brussels 20 December 2016.

The table below presents the evolution of the Eurojust budget as compared to the MFF ceilings and illustrates that significant deviations have been the case since 2014, whether by way of amending budgets (2014 and 2015) or higher voted budgets (2016 and 2018) or a combination of both (2017):

		<i>(amounts x €1,000)</i>					
		2013	2014	2015	2016	2017	2018
MFF	Regular budget	32,359	32,450	32,450	32,450	32,450	32,450
	New premises	-	100	190	6,980	11,130	-
	Total budget ceiling (MFF)	32,359	32,550	32,640	39,430	43,580	32,450
Eurojust	Voted budget Eurojust	32,359	32,450	32,994	43,540	48,379	38,607
	Additional amending budget	-	1,217	824	-	310	-
	Total budget (approved by COM/BA)	32,359	33,667	33,818	43,540	48,689	38,607
Deviation from MFF		-	1,117	1,178	4,110	5,109	6,157

Concerning posts, the MFF ceiling for 2018 foresaw an establishment plan of 204 posts after the adjustment to reflect the previous deliberate top-ups by the Budgetary Authorities. Eurojust's post requests have therefore continued to deviate significantly from the MFF. The below table presents the evolution of the Eurojust establishment plan as compared to the MFF:

<i>Posts</i>	2013	2014	2015	2016	2017	2018
Establishment Plan (MFF)	213	209	205	200	195	191
Corrected MFF after deliberate top-ups (BA)	213	209	205	203	208	204
Establishment Plan (Eurojust)	213	209	205	203	208	209
Deviation from original MFF	-	-	-	3	13	18

With regard to staffing, Eurojust has achieved the full 5% in post reductions and the 5% additional levy for the redeployment pool required by the Commission. The budgetary authorities have offset this decrease with 18 additional posts (deliberate top-ups) in recognition of the significant increases in the operational workload and, particularly, the crime priorities of terrorism, cybercrime and illegal immigration.

Eurojust endeavours to secure a revision to the current MFF, as well as establishing a realistic baseline for the next MFF, fully redressing the structural deficiencies and reset staffing targets and at the same time reflecting the need to provide more assistance in the fight against serious cross-border crime, particularly in the crime priority areas of terrorism, human trafficking, illegal immigrant smuggling and cybercrime, which increasingly pose real threats to freedom, security and justice in Europe.

In March 2017, Eurojust submitted the below multi-annual projections compared to the MFF. These continue to approximate the needs of Eurojust, and will be updated in the course of the 2019 budget preparations and the draft Single Programming Document.

Year	2018	2019	2020
1. CURRENT PROGRAMMING/MFF STATUS - BUDGET			
<i>Amounts in EUR thousands</i>			
Current MFF (revision confirmed C Hanssens/A Poliant)	32,450	33,099	33,761
<i>Of which New Premises</i>			
<i>Of which Regular Operational Budget</i>	32,450	33,099	33,761
2. PROPOSED REVISION ELEMENTS TO BE ADDED TO MFF REGULAR OPERATIONAL BUDGET CEILING (ABOVE 2015 V			
CLUSTER 1: ADDITIONAL RESOURCES GRANTED 2014-2016 BUDGETS			
Item 1: New Posts+grades allocated in 2016 budget (3 posts)	132	132	132
Item 1a: New posts allocated in 2017 budget (10 posts)	600	600	600
Item 2: Increase JITs	500	500	500
subtotal	1,232	1,232	1,232
CLUSTER 2: STRUCTURAL DEFICIT (PARTLY GRANTED BY AMENDING BUDGETS)			
Item 3: 2014 salary adjustments (basis of amending budgets)	824	824	824
Item 4: Decentralised costs incl European School	537	650	670
Item 5: Vacancy Rate for TA/CA Posts	900	900	900
Item 6: Indexation/Correction coefficient 2015 & 2016	800	800	800
subtotal	3,061	3,174	3,194
CLUSTER 3: UNFORESEEN (OR UNCERTAIN: ITEM 11) COSTS			
Item 7: Interim Premises Costs (following relocation co-tenant)	-	-	-
Item 8: Increases in operational costs/capital replacements	125	125	925
Item 9: Consultancy Budget for New Premises (EJ own costs)	60	-	-
Item 10: Higher Exploitation Costs	1,150	1,150	1,150
Item 11: Anticipated indexation/Correction coefficient (2017 - 2020)	800	1,200	1,600
subtotal	2,135	2,475	3,675
CLUSTER 4: NEW COSTS RELATED TO GROWING CASEWORK/EUROJUST DECISION MANDATE			
Item 12: 12 new posts 2018 including 7 CA conversions	1,000	1,000	1,000
Item 13: Corresponding reduction CA posts	-600	-600	-600
Item 14: Increase in operational meetings	252	360	470
Item 15: Strengthen communications/PR	100	100	100
Item 16: NEW TASK EPP0 support*		pm	pm
subtotal	752	860	970
Proposed revision Regular Operational Budget Ceiling	39,630	40,191	41,521
3. MULTI-ANNUAL BUDGET PROJECTION (cf MFF CEILING)			
	39,630	40,191	41,521
Deviation MFF	-7,180	-7,092	-7,760

**Based on the offer presented by Eurojust to the Commission in March 2013 for support of up to 40 personnel at the seat of Hague. Additional credits at the discretion of the Commission; in the minimum case scenario, the budget for the reinstated posts (11 TA posts) would be required ~ EUR 880,000*

Section III Work Programme 2018

1. Executive Summary

Judicial cooperation between national authorities is a fundamental aspect of the EU's fight against serious cross-border and organised crime.

Eurojust's Work Programme 2018 provides a comprehensive overview of its frequent activities and describes the annual organisational activities and objectives for 2018. Eurojust's support to Member States' competent national authorities needs to be strong and efficient as to face the current security risk in Europe, particularly with regard to terrorist threats and challenges in the judicial response to illegal immigrant' smuggling and cybercrime.

In the Work Programme 2018, Eurojust has considered the priorities of the European Agenda on Security, the Renewed EU Internal Security Strategy Implementation, the European Agenda on Migration, and the EU Action Plan against Migrant Smuggling, and will also respond to new priorities identified in the next policy cycle. Eurojust will specifically focus on:

- i) Managing a judicial database on terrorism cases and increasing its participation in the European Counter Terrorism Centre at Europol;
- ii) Continuing to assist competent national authorities dealing with investigation and prosecution of illegal immigrant smuggling cases, particularly by fostering strategic and operational cooperation with key third States; and
- iii) Supporting the European Judicial Cybercrime Network and increasing the participation of Eurojust in the European Cybercrime Centre (EC3) at Europol.

The Work Programme 2018 establishes the annual organisational activities, setting the objectives for 2018. Eurojust's Work Programme is divided into three strategic action areas, stemming from its Multi-Annual Strategy 2016-2018:

- **Strategic Action Area 1 – OPERATIONAL WORK**

Eurojust will function as the centre for operational judicial support in the European Union, proactively fostering and facilitating cooperation and coordination of the competent authorities of the Member States in serious and organised cross-border crime cases, providing high-quality services and advice responsive to stakeholders' needs and achieving excellent operational results.

- **Strategic Action Area 2 – STRATEGIC WORK**

Eurojust will continue to develop and be recognised as the centre of judicial and legal expertise in the European Union, providing advice to stakeholders based on operational experience in judicial cooperation in criminal matters.

- **Strategic Action Area 3 – ORGANISATIONAL DEVELOPMENT**

Eurojust will continue to develop and be recognised as an effective, efficient, highly professional, client-oriented and flexible organisation.

2. Approach

Following the Joint Statement of the European Parliament, the Council of the European Union and the European Commission on EU Decentralised Agencies of 19 July 2012 containing the Common Approach on EU Decentralised Agencies, Eurojust has placed further emphasis on the development of tools and systems to embed ABB and ABM. In this respect, Eurojust has further enhanced its performance management system (eMS) to integrate strategic and annual planning, thus translating strategic objectives into annual organisational activities and related objectives from which the needed resources can be determined. Eurojust has developed KPIs at strategic and operational levels, improving its capacity to monitor and report on performance against both annual organisational activities and strategic objectives.

Eurojust staff assists the College and the National Desks in delivering judicial cooperation services to the Member States. For the counting of the time spent by the members of the National Desks on operational work, on strategic or policy work and as Management Board and Presidency Team governing the organisation, since 2017, thanks to the prioritisation exercise; the time that members of the National Desks spend on policy work is currently being planned and allocated through the project briefs describing the priorities for the year. The project briefs identify specific members of National Desks for specific tasks, which in turn provide estimations of the time required for those tasks. In the project briefs, resources are already being planned in detail, ensuring commitments by National Desk members. The time spent on Management Board or Presidency Team tasks by the National Desk members are also well documented in the minutes and highlights of their meetings. Based on the above and in the absence of time registration mechanisms at the National Desks, the following estimations are established for the work of the National Desks:

- 70% to strategic goal 1 (operational work)
- 20% to strategic goal 2 (strategic work of College and College Teams)
- 10% to strategic goal 3 (time spent as Management Board and tasks of Presidency Team governing the organisation)

In accordance with the ABC principles, these indicative estimations for the non-statutory post-holders at the National Desks are also used as basis to distribute on a pro-rata basis the costs for common and horizontal support services ('common/horizontal objectives'), based on the number of staff and budget allocated to these objectives.

Following this methodology, the following tables present the allocation of human resources (FTE numbers and respective FTE costs) and financial resources (Budget Line costs) included in the Final Budget 2018, per 2016-2018 Strategic Goal, cascading into annual organisational activities and objectives for 2018.

Table of Eurojust's strategic objectives from Multi-Annual Strategy (MAS) 2016-2018 cascading into annual organisational activities and further into objectives to the annual activities

STRATEGIC GOALS AND OBJECTIVES 2016-2018		AOA 2018	OBJECTIVES 2018	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses€)	% of Total Posts	% of Total Budget
GOAL 1 - OPERATIONAL WORK <i>Proactive EU centre for operational judicial cooperation and coordination in serious cross-border organised crime cases</i>	Strengthen the position of Eurojust as the centre for operational judicial cooperation	1. Strengthen Eurojust's position and operational capabilities to provide dynamic and quality support to judicial cooperation and coordination	1.1. Encourage referral of complex cross-border crime cases and information to Eurojust, offering operational and legal expertise, in particular on EAWs, MLAs, EIOs and JITs	91.79	€7,258,688	€10,311,603	€17,570,291	36,35 %	45.51%
	Provide dynamic and quality support to national authorities in judicial cooperation and coordination		1.2. Optimise use of ENCS in MSs						
	Operationally contribute to the EU policy cycle for organised and serious international crime		1.3. Improve efficiency and effectiveness of coordination meetings & coordination centres and ensure expeditious follow-up						
	Strengthen the operational information management capabilities of Eurojust	2. Reinforce operational partnerships with key partners and stakeholders	2.1. Continue to develop operational cooperation with JHA Agencies, Europol in particular, and other EU bodies	27.08	€2.103,637	€1,373,326	€ 3,476,963	10,72 %	9.01 %
	Reinforce operational cooperation with key partners		2.2. Continue to develop operational cooperation with third States, through use of Eurojust contact points						
	SubtotalGoal 1				118.87	€9.362,325	€11.684,928	€21.047,254	47,08%

STRATEGIC GOALS AND OBJECTIVES 2016-2018		AOA 2018	OBJECTIVES 2018	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses(€)	% of Total Posts	% of Total Budget
GOAL 2 - STRATEGIC WORK <i>EU centre of expertise in judicial cooperation in cross-border criminal matters</i>	Contribute to the improvement of EU action in judicial cooperation in criminal matters	3. Contribute to the improvement of EU action in judicial cooperation in criminal matters	3.1 Promote a European approach to judicial cooperation in priority crime areas and legal instruments to overcome judicial challenges across borders	12.51	€964,125	€516,924	€1,481,049	4,95%	3,84%
	Strengthen the pivotal role of Eurojust in joint investigation teams		3.2 Share expertise and knowledge, best practices and lessons learned to the extent possible on the basis of existing casework						
	Strategically contribute to the EU policy cycle for organised and serious international crime	4. Enhance strategic cooperation with partners and stakeholders in the Area of Freedom, Security and Justice	4.1 Prioritising and reinforcing strategic cooperation in the area of criminal justice with: EU Institutions, JHA Agencies, the Secretariats hosted at Eurojust (EJN, JIT and GEN) and the Consultative Forum of Prosecutors General and Directors of Public Prosecution of the MS.	40.93	€3,246,975	€2,665,270	€5,912,245	16,21%	15,31%
	Enhance strategic cooperation with stakeholders and partners in the Area of Freedom, Security and Justice		4.2 Promote the added value of the judicial and prosecutorial dimension of the fight against serious cross-border crime in the EU						
Subtotal Goal 2				53.43	€4,211,100	€3,182,194	€7,393,294	21.16%	19.15%

STRATEGIC GOALS AND OBJECTIVES 2016-2018		AOA 2018	OBJECTIVES 2018	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses(€)	% of Total Posts	% of Total Budget
GOAL 3 - ORGANISATIONAL DEVELOPMENT <i>Professional EU Organisation with positive reputation</i>	Ensure timely internal preparation for implementing organisational change	5. Ensure effective organisational governance	5.1 Ensure contributions to legislative development of new EJ/EPPO Regulations and smooth implementation of the organisational changes stemming from the new Regulations	4.23	€403,039	€0	€403,039	1.67%	1.04%
	Ensure the delivery of excellent support services	6. Efficient and effective support and administration	6.1 Promote a strong and positive organisational culture (including an increase in Eurojust's ability to manage its institutional knowledge and communication and effectively communicate with EU stake-holders, institutional partners and media, including in times of crisis)	75.97	€6,079,976	€3,683,175	€€9,763,151	30.09%	25.29%
			6.2 Further strengthen Eurojust's organisational capacity to improve performance reporting, standardise internal processes, optimise technological and physical infrastructure to meet operational needs and enhance flexible use of financial and human resources to deliver quality services to the College and National Desks						
Subtotal Goal 3				80.20	€6,483,015	€3,683,175	€10,166,190	31,76%	26.33%
Grand Total Budget 2018				252.50	€20,056,440	€18,550,297	€38,606,737	100%	100%

3. 2018 Assumptions

The assumptions underpinning the Annual Work Programme 2018 are based upon known and/or estimated workload indicators.

Human Resources

- 72 National Desk post-holders
- 4 Liaison Prosecutors
- Establishment Plan: 209 Temporary Agent posts
- 22.5 Contract Agent posts
- 21 Seconded National Experts
- Staff vacancy rate 2%

Operational Assumptions

- No activities in support of the EPP0
- No entry into force of the new Eurojust Regulation in 2017
- 365 operational meetings, 15 of which will be coordination centres
- 3 000 case referrals
- 7 Eurojust meetings, including one meeting of the Consultative Forum
- Operational support for up to 150 JITs focusing on increasing participation of third States
- Max. 6 national workshops
- Min. 2 press briefings in Brussels
- Allocation of up to €1.444 million budget for grants related to JITs
- Support to Networks: EJN (3 plenary meetings, 2 medium-sized meetings), JITs Network (1 plenary meeting, 2 small-sized meetings), Genocide Network (2 plenary meetings), and the European Judicial Cybercrime Network (2 meetings)

Technical Assumptions

- 1.5% correction coefficient adjustment
- 1.9% indexation
- 1.2% inflation - outsourced services and utilities
- Maximum 450 internal ICT users
- Maximum 500 external ICT users
- Hosting up to 35 VIP visits and 75 study visits
- Fully integrated VC infrastructure to manage increase in videoconferencing

4. Annual Organisational Activities 2018

Strategic Action Area 1

Proactive EU centre for operational judicial cooperation and coordination in serious cross-border organised crime cases

1. Strengthen Eurojust's position and operational capabilities to provide dynamic and quality support to judicial cooperation and coordination¹³

Overview

With its unique range of services pertaining to judicial cooperation and the annual increase in Eurojust's casework, Eurojust continues to provide excellent operational support to Member States' authorities in cross-border cases. Much effort is put into building relationships based on trust, which is an essential element for national authorities to work effectively together and with their National Members at Eurojust, with the common objective of achieving a clear outcome at the many coordination meetings held at Eurojust.

Eurojust will continue to focus on increasing the visibility and awareness of its work at both European and national levels.

Eurojust strives to enhance the support it provides to coordination meetings and coordination centres and to effectively ensure its added value in national investigations and prosecutions. To be able to better illustrate and enhance the added value of Eurojust's support, Eurojust is closely monitoring the complexities of judicial cooperation and coordination of cross-border criminal prosecutions and investigations.

The Operations Manual describes the processes and procedures in the life-cycle of a case, ensuring consistent, high-quality and cost-effective services in cases referred to Eurojust. A new Manual of Data Entry is envisaged to ensure harmonised and consistent processing of operational and strategic information in full compliance with data protection requirements.

The organisational restructuring of the Administration, implemented in 2017, will strengthen a consolidated all-round service approach to operational work.

Eurojust will enhance its extranet as a tool for practitioners to disseminate best practice and operational feedback in judicial cooperation. Eurojust will also support the strengthening of online resources for practitioners, particularly in the areas of cybercrime, illegal immigration and terrorism.

Through its growing experience in casework, Eurojust will continue to provide practitioners with additional operational tools to help in their individual cases, such as drafting practical guidelines, sharing experience in the prosecution of certain priority crime phenomena and making available advisory overviews on the application of judicial cooperation and mutual recognition instruments. Eurojust conducts regular evaluations of JITs supported and/or funded by it to collect best practice and assess the outcome and added value of JITs and of Eurojust's support to them, so that practitioners can get the best results in future JITs. Eurojust produces analyses of case law (e.g., in relation to the admissibility of evidence collected via JITs), and regular analyses of legal and practical difficulties, best practice and solutions in JITs cases, including JITs involving third States. The JIT evaluation form and the feedback forms received from participants at coordination meetings will serve as useful tools to assess the added value of these operational activities.

The Case Management System (CMS) will be redesigned based on a preliminary analysis conducted in 2017. In general, the IT architecture needs constant development to match market developments, updates in software applications and computer operating systems. At the same time, they will meet the principles of data protection by design and by default.

¹³ *Links to Strategic Objectives 1.1, 1.2 and 1.4 of the MAS 2016-2018.*
SPD 2018-2020 - 12.12.2017

To ensure the continuous improvement of the level of cooperation between Member States and assistance to Member States through efficient and effective coordination of investigations and prosecutions in relation to serious and organised cross-border crime, Eurojust undertakes many actions in managing its casework, the most important of which are:

- Coordination of operational actions
- Provision of operational and legal analysis
- Provision of financial and logistical support to operational meetings
- Provision of expertise and delivery of knowledge products (e.g. case notes)
- Cross-checking of information
- Management of data protection compliance
- Timely response to requests for Member States' assistance in casework on the basis of high-quality expertise, operational and legal analysis and advice
- Management of operational (case-related) data and strategic information, including, for statistical purposes, in line with security and data protection standards
- Coordination of investigative and/or prosecutorial actions and measures in operational meetings, coordination meetings and coordination centres
- Management of operational information exchange
- Setting up joint investigation teams
- On-Call Coordination
- Day-to-day operational and administrative support to Eurojust's National Desks to ensure quality contribution and enhance the coordination effort in the cases referred by the national authorities
- Handling requests to exercise data protection rights and investigation of complaints
- Retention of institutional knowledge through collection, storing and analysis of criminal case information through the use of the Case Information Form
- Organisation of College thematic discussions on relevant operational topics
- Development and maintenance of core IT systems, such as the CMS
- Ensure that Eurojust's connectivity and support is arranged for the Secure Networks, the Schengen Information System (SIS II) and the Secure Information Exchange Network Application (SIENA).

Objectives 2018

1.1. Encourage referral of complex cross-border crime cases and information to Eurojust and offer operational and legal expertise (EAWs, MLAs, EIO and JITs)

Actions

- Eurojust will implement the renewed awareness-raising strategy following the 2017 review of the effectiveness of Eurojust national workshops in Member States (involvement of the Eurojust National Correspondents may be considered in this regard).
- Eurojust will continue to provide targeted expertise and financial support to JIT casework.

Expected results

- Increase in number of Member States requesting assistance (or, cases referred) and operational expertise
- Increase in number of coordination meetings and coordination centres
- Increase in amount of information submitted to Eurojust (Article 13 Eurojust Council Decision)
- Increase in level of Eurojust assistance to Member States requiring support in judicial cooperation with third States
- Increase in number of third States participating in JITs
- Swift settlement of JITs grants
- Gathering of feedback on JITs as lessons learned

1.2. Optimise use of ENCS in Member States

Actions

- Making full use of the possibilities offered by the ENCS, by using the Case Management System and secure connections with the Member States streamlines the transfer and exchange of information with Eurojust.
- Eurojust continues to regularly update the *Fiches Suédoises* by providing information on the current composition and functioning of the ENCS in each Member State.

Expected results

- Eurojust's objective is to have secure communication channels in place with all relevant Member States' authorities. Training on the use of the technical tools will be made available again to increase synergies, quality of data, and responsiveness to the needs of the College and external stakeholders.

1.3. Improve efficiency and effectiveness of coordination meetings/centres and ensure expeditious follow-up

Actions

- Active encouragement of the participation of Europol, OLAF and third States
- Consolidation of strengthened organisational capacity to support operational needs resulting from the reorganisation of the Administration and the creation of the Operations Unit acting as a one-stop-shop for requests from the National Desks
- Eurojust expects to analyse the use of the EIO in the Member States
- IT tools that support the operational work of Eurojust are being continuously enhanced

Expected results

- Improved responsiveness and follow-up to coordination meetings and coordination centres
- Better meeting the needs of Member States for high-quality operational support in investigations and prosecutions of serious cross-border organised crime
- Improved information exchange leads to increased operational impact
- The priorities set by the CMS Board are implemented

KPIs

Indicators	Latest Result (2016)	Target
Implementation of activities and mandate as regards casework		
Cases		
○ Number of requests to Eurojust National Desks to facilitate judicial cooperation and coordination	2306	3000
○ Percentage of multilateral cases of total casework involving Member States and third States	17%	>18%
Judicial cooperation tools		
○ Number of EAW cases processed	320	>10%
○ Number of EIO cases processed	N/A	
○ Eurojust recommendations to solve/prevent conflicts of jurisdiction arts. 6 & 7		

<ul style="list-style-type: none"> o Number of coordination meetings o Number of coordination centres o Number of videoconferences with national authorities o Percentage of Feedback Forms received from national authorities of Member States participating in coordination meetings 	<p>15 cases Art. 6</p> <p>249</p> <p>10</p> <p>22</p> <p>N/A</p>	<p>15</p> <p>350</p> <p>15</p> <p>>25%</p> <p>75%</p>
Number of JITs		
<ul style="list-style-type: none"> o Supported o Funded o Newly established o Funded for the first time o Involving third States 	<p>148</p> <p>90</p> <p>69</p> <p>58</p> <p>14</p>	<p>150</p> <p>95</p> <p>70</p> <p>60</p> <p>20</p>
Implementation of activities and mandate as regards other operational work:		
<ul style="list-style-type: none"> o Eurojust Case Information Forms (CIFs) o Percentage of replies by National Members to Eurojust operational topics (Knowledge Management Interface) o Eurojust Secure Network Connections functioning at operational level 	<p>360</p> <p>60%</p> <p>14</p>	<p>>10%</p> <p>75%</p> <p>16</p>
Core operational processes:		
<ul style="list-style-type: none"> o Number of initiatives taken and implemented by CMS Board to improve IT tools supporting operational work 	<p>62</p>	<p>>20%</p>

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses(€)	% of Total Posts	% of Total Budget
Strengthen Eurojust's position and operational capabilities to provide dynamic and quality support on judicial cooperation and coordination	91.79	€7,258.688	€10,311,603	€17,570,291	36,35 %	45.51 %

2. Reinforce operational partnerships with key partners and stakeholders¹⁴

Overview

Through gathering and analysing legislative and case-law developments as well as identifying common legal obstacles and effectiveness of legal instruments for judicial cooperation in criminal matters, Eurojust can respond to emerging priorities and coordinate with EU institutions and other actors. Eurojust will strive to enhance reciprocal arrangements to increase the level of engagement of relevant EU partners and third States in the operational work of Eurojust, systematically maximising outcomes and added value at EU level, within the international priorities set by the European Union and in close cooperation with the Commission. Operational cooperation is based on a variety of recurring actions, more specifically:

- *Cooperation with Europol*
 - Enhancing operational analysis of cases, particularly on the basis of a hit/no hit cross-check information system to ensure that cases are properly coordinated
 - Information exchange between Eurojust contact points and Europol Analyst Projects
 - Cooperation in setting up and financing JITs
 - Enhancing cooperation with Europol's Centres of Expertise while taking as a model the existing fruitful cooperation established with EC3.
 - Organisation of Eurojust-Europol exchange programme
- *Cooperation with OLAF*
 - Enhancing information exchange including relevant PIF case summaries to jointly safeguard the EU's financial interests.
- *Facilitating judicial cooperation with Third States and international organisations*
 - Implement cooperation agreements in force (7)
 - Support negotiations for concluding cooperation agreements with priority third States and explore the possibilities for concluding strategic agreements, particularly if concluding cooperation agreements is not possible
 - Support negotiations for enhancing cooperation arrangements with international organisations
 - Improve cooperation between Member States and third States by facilitating contacts through Eurojust Contact Points designated in third States, and actively seek to enlarge the network of Eurojust Contact Points (currently 66)
 - Support for three Liaison Prosecutors posted at Eurojust (USA, Switzerland and Norway)
- *Data protection*
 - Ensure inclusion and implementation of adequate data protection provisions in cooperation agreements with key partners and third States.
- *Development of operational systems*
 - Development of core systems (CMS, SIENA, secure connections)
 - Business services development
 - ICT and network security
 - Software engineering
 - Architecture compliance management
- *Activities involving operational support*
 - Provision of expertise and delivery of knowledge products (e.g case notes)
 - Cross-checking of information
 - Provision of operational and legal analysis

¹⁴ Links to Strategic Objectives 1.3 and 1.5 of the MAS 2016-2018.
SPD 2018-2020 - 12.12.2017

Objectives 2018

2.1. Continue to develop operational cooperation with JHA agencies, particularly Europol, and other EU bodies

Actions

- Assess the implementation of the working arrangements with OLAF, Europol, EMCDDA, eu-LISA, FRA, FRONTEX and EUNAVFOR MED, to ascertain whether revision should be sought, in particular in light of the possible new legal basis of Eurojust.
- Streamline joint operations with Europol, particularly in coordination centres, building trust and cooperation through the association with Europol Analyst Projects.
- Support EC3, the ECTC and European Migrant Smuggling Centre (EMSC) at Europol, as well as the continuation of the temporary placement of a Eurojust representative to Union Centres of Expertise hosted at Europol.

Expected results

- Increase Eurojust's impact on resolving judicial obstacles in serious and organised cross-border investigations and prosecutions
- Create further synergies with other relevant agencies
- Improve cooperation with JHA agencies and other relevant partners
- Create a more effective and efficient working relationship between Eurojust Contact Points and Europol Analyst Projects
- Ensure, in a more proactive manner, proper judicial follow-up in cases in which judicial authorities are involved in criminal investigations
- Increase the number of Eurojust press releases and other media communications jointly or collaboratively developed with relevant EU JHA agencies, bodies and institutions to provide concrete examples of operational and judicial cooperation in the field of serious cross-border organised crime

2.2. Continue to develop operational cooperation with third States, through use of Eurojust Contact Points

Actions

- Eurojust continues to enhance and strengthen operational cooperation with third States by establishing further contacts with key third States, exploring the possibility of concluding cooperation and/or strategic agreements, as well as effectively using the Eurojust Contact Points in third States.

Expected results

- Host a greater number of Liaison Prosecutors (LPs) from third States at Eurojust
- Increase the number of Eurojust Contact Points in third States
- Adopt a guide for cooperation between Eurojust and Eurojust Contact Points and update the current template on Eurojust Contact Points
- Increase the number of cooperation agreements negotiated with key third States
- Increase the number of strategic agreements negotiated with relevant third States
- Ensure that Eurojust's connectivity and support is arranged for the Secure Networks, the Schengen Information System (SIS II) and SIENA

KPIs

Indicators	Latest Result (2016)	Target
Implementation of activities and mandate regarding casework with involvement of external stakeholders:		
Number of		
o Coordination meetings attended by Europol	87	>20%
o Coordination centres attended by Europol	7	>20%
o Europol operational meetings attended by Eurojust	n/a	>20%
o Cases involving third States	321	330
o Cases involving international bodies	37	40
Actions directed towards external stakeholders:		
Number of		
o Eurojust Contact Points in third States	66	69
o Eurojust Contact Points newly appointed in third States	6	>50%
o Cooperation Agreements	9 (2 signed in 2016)	11
o Strategic Cooperation Agreements	0	2
o Memoranda of Understanding	3	
o Strategic partnership initiatives launched (preparatory meetings for new Cooperation/Strategic Agreements)	6	8
Publications:		
o Joint/collaborative press releases with JHA agencies and EU bodies and institutions	10	10

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses€)	% of Total Posts	% of Total Budget
Reinforce operational partnerships with key partners and stakeholders	27.08	€2.103,637	€1,373,326	€3,476,963	10,72 %	9.01 %

Strategic Action Area 2:

EU centre of expertise in judicial cooperation in cross-border criminal matters

3. Contribute to the improvement of EU action in judicial cooperation in criminal matters¹⁵

Overview

Within the EU Policy Cycle, Eurojust will maximise outcomes together with other EU actors and will actively contribute to COSI, by supporting the creation of the multi-annual strategic plans and the implementation of the Operational Action Plans set for each of the EU crime priorities from a judicial perspective. Specific attention will continue to be paid during 2018 on operational activities related to illegal immigrant smuggling, cybercrime, and counter-terrorism.

Based on its operational experience, Eurojust will continue to be available as a centre of judicial expertise by delivering expert advice and policy proposals for the improvement of judicial cooperation in prioritised criminal matters.

The number of assignments given to Eurojust to contribute to the preparation of EU policy documents has increased. These requests for expertise and strengthened assistance in judicial cooperation have been embedded to the extent possible in the Annual Work Programme. In this regard, the lessons learned from Eurojust casework and operational work facilitate the setting of priorities and development of policies at EU level.

To fulfil this strategic objective, the following EU initiatives are taken into account:

1. European Agenda on Security
2. Renewed EU Internal Security Strategy implementation Paper
3. Council Conclusions on the Establishment of the European Cybercrime Centre (EC3)
4. Council Conclusions on the criminal response to radicalisation leading to terrorism and violent extremism
5. Reports to the EU CTC
6. European Agenda on Migration
7. EU Action Plan against Migrant Smuggling
8. Council conclusions on measures to handle the refugee and migration crisis
9. EU Strategy towards the eradication of THB
10. EU Action Plan on Drugs
11. EMPACT projects for the EU crime priorities (involved in 75 Operational Actions to combat priority threats)
12. EU Action Plan against Illicit Trafficking in and Use of Firearms and Explosives
13. EU Action Plan against Wildlife Trafficking
14. Council conclusions on fight against impunity for the crime of genocide, crimes against humanity and war crimes within the European Union and its Member States

Based on its operational experience, Eurojust provides expert advice concerning the use of judicial cooperation tools and how to overcome judicial cooperation obstacles in a particular serious organised cross-border crime area. The following activities and outputs are identified:

- Activities related to providing operational support such as:
 - Provision of legal analysis of cross-border crime types and/or judicial cooperation challenges/issues
 - Contribution to delivery of specific trainings to practitioners in Member States and relevant third parties
 - Provision of expertise and delivery of knowledge products
 - Management of specialist platforms/knowledge interfaces

¹⁵ *Links to Strategic Objectives 2.1 and 2.2 of the MAS 2016-2018.*

- Performance of research in crime and judicial cooperation area and identification of potential new tools;
- Activities directed to establish a Centre of Expertise and an information hub in the relevant area of expertise;
- Activities related to the preparation of reports and contributions upon request of other institutions, bodies and agencies (JHA Council, COSI, EU Commission, LIBE Committee, EU CTC, Anti-Trafficking Coordinator, etc.)
- Activities related to support for EMPACT, Analyst Projects of Europol, Europol specialised centres and joint reports
- Activities related to support training activities of external stakeholders (e.g. EJTN, OLAF, CEPOL and Europol)
- Casework reports on the experience and expertise gained to overcome obstacles in judicial cooperation, for example on the application of mutual recognition instruments such as the EAW, the prevention and settlement of conflicts of jurisdiction/*ne bis in idem*, asset recovery, including freezing and confiscation, and data retention. Regular overviews of European and national case law in relation to relevant instruments will be produced
- Strategic reports on specific crime areas (e.g. drug trafficking, THB)
- Analysis reports on European case law or national jurisprudence related to judicial cooperation aspects or a particular crime area (e.g. *ne bis in idem* principle, EAW, data retention, illegal immigrant smuggling)
- Judicial Monitors on trends in crime areas (e.g. cybercrime and terrorism)
- Country profiles on specific crime areas (e.g. cybercrime)
- Outcome reports of Eurojust meetings
- Contributions to/opinions on EU documents
- Contributions to EMPACT priorities
- Contributions to the *interim* SOCTA and the annual TE-SAT

Some further recurring actions are:

- Participating as an observer, supporting peer evaluations among Member States on the application and implementation of relevant acts and instruments (mutual evaluations)¹⁶
- Setting up and managing specialised websites and knowledge interfaces for practitioners
- Managing, continuously updating and further developing the Knowledge Management Interface

Objectives 2018

3.1 Promote a European approach to judicial cooperation in priority crime areas and legal instruments to overcome judicial challenges across borders

Actions

- Based on the policy work prioritisation approach, the topics for policy work projects are defined. The prioritisation approach takes into account whether the activities are organisationally relevant, contextually relevant and achievable and the potential downside if deprioritised or delayed.
- In response to the priorities set out in the European Security and Migration Agendas and the EU Action Plan against migrant smuggling (2015-2020), special focus will continue to be placed on counter-terrorism, cybercrime and illegal immigrants' smuggling.

Expected results

- In relation to counter-terrorism, Eurojust's strategic products will include regular updates of the foreign terrorist fighters report, the Terrorism Convictions Monitor, legal analysis of case law, the Memorandum on Terrorist Financing, and the CBRN-E Handbook.

¹⁶ In accordance with the Joint Action 97/827/JHA of 5 December 1997.

- Eurojust will continue to play a central role in the fight against illegal immigrant smuggling. Eurojust's products in this field will include analysis of Eurojust's casework, regular analyses of representative national jurisprudence, and mapping of relevant provisions in national legislation.
- Additionally, at the explicit request of the Council of the EU¹⁷, Eurojust will continue to support the work of the European Judicial Cybercrime Network established in 2016. Based on lessons learned in cross-border cases related to cybercrime and working in coordination with Europol (EC3), Eurojust will strive to improve criminal justice in cyberspace and continue to play a key role in supporting the establishment of a common EU approach to enforcement jurisdiction and in developing new tools to secure and obtain e-evidence. Eurojust will also produce the annual issue of the Cybercrime Judicial Monitor, which also focuses on legislative developments and provides an analysis of court decisions in the Member States.
- In relation to drug trafficking, one of Eurojust's primary strategic products will be the yearly report on best practice and challenges in prosecuting cases involving NPS and precursors, based on relevant Eurojust casework and analysis of national jurisprudence. The report will also present the results of regular monitoring of legislative developments at national and EU levels.
- Additionally, upon request by the Council of the EU¹⁸, Eurojust will contribute to implementing a new way forward in financial investigations by increasing its operational support to the competent national authorities, including in the context of JITs. At strategic level, Eurojust will strive to develop as a source of expertise in financial investigations.

3.2 Share expertise and knowledge, best practice and lessons learned to the extent possible on the basis of existing casework

Actions

- Knowledge Management will be enhanced.
- Established databases of lessons learned from individual cases (Case Information Form or CIF) and other Eurojust products (Knowledge Management Interface) will be updated with new content to enable all Eurojust users to access the expertise gathered over the years.

Expected results

- Improved knowledge sharing
- Increased knowledge retention by increased use of CIFs and Knowledge Management Interface
- Improved high-quality expertise delivered to Member States.

KPIs

Indicators	Latest Result 2016	Target
Implementation of activities and mandate:		
o Number of Eurojust operational topics open in 2016 (Knowledge Management Interface)	9	12
o Number of mandates and assignments given to Eurojust in EU policy documents	12	40
Reports and publications:		
Number of		
o Contributions provided for EMPACT (2 per crime priority), TE-SAT (1) and SOCTA (1)	21	12
o Case law reports (including Judicial Monitors)	4	8

¹⁷ Conclusions of the Council of the European Union on the European Judicial Cybercrime Network (Doc. 10025/16).

¹⁸ Council Conclusions and Action Plan on the way forward with regard to financial investigations (Doc. 10125/16).

o Compendia on national legislation in the field of cybercrime	8	12
o Tools for practitioners (e.g. update guidelines on conflicts of jurisdiction)	1	4
o Outcome reports of Eurojust meetings related to crime areas and judicial cooperation	2	3
	5	7
Eurojust's input to EU policy cycle:		
o % of completed contributions to the operational actions	100%	100%

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expense (s€)	% of Total Posts	% of Total Budget
Contribute to the improvement of EU action in judicial cooperation in criminal matters	12.51	€964,125	€516,924	€1,481,049	4,95%	3,84%

4. Enhance strategic cooperation with stakeholders and partners in the Area of Freedom, Security and Justice¹⁹

Overview

Full protection of EU security against increasing global threats from serious and organised transnational crime demand and will continue requiring effective cooperation and coordination amongst all players in the JHA area.

Eurojust will continue promoting a close relationship with Europol, OLAF, the EJM and the other JHA agencies and networks, as well as partners outside of the European Union. Eurojust will also maintain close working relations with EU institutions and bodies and the EEAS. In this regard, recurring actions undertaken by Eurojust include:

- Activities related to external communication in the relevant area of expertise, promoting and maintaining relations and cooperation with strategic external stakeholders
- Cooperation with third States and international organisations
- Provision of expertise and delivery of knowledge products
- Management of specialist platforms/knowledge interfaces
- Performing research in crime and judicial cooperation area and assessment and identification of existing and potential new tools
- Quality assurance and standardisation/harmonisation
- Activities related to the maintenance of contact lists and contact points lists.

¹⁹ Links to Strategic Objectives 2.3 and 2.4 of the MAS 2016-2018.
SPD 2018-2020 - 12.12.2017

More precisely:

- Hosting and supporting the activities of, and enhancing strategic cooperation with, the European Judicial Network, the JITs Experts Network and the Genocide Network
- Supporting the activities of the European Judicial Cybercrime Network
- Supporting the work of the Consultative Forum of Prosecutors General and Directors of Public Prosecution in the Member States
- Developing and strengthening strategic cooperation with key JHA partners and other EU agencies and bodies by concluding arrangements for cooperation as appropriate, and fostering their full implementation

The conclusion of a Letter of Understanding with the EEAS will provide the basis for more intense and systematic cooperation between Eurojust and the EEAS, also in view of the growing links between EU internal and external security and the important role of the JHA agencies in contributing to the internal security of the European Union. The objective of this increased cooperation is to raise awareness in CSDP missions of the dynamics of judicial cooperation and to share knowledge, particularly in the planning phase of future CSDP operations in the area of counter-terrorism, through the exchange of strategic and non-operational information.

Eurojust hosts, supports and enhances strategic cooperation with the EJM Secretariat, the JITs Network Secretariat and the Genocide Network Secretariat.

The EJM Secretariat maintains the EJM website, which contains information relevant to the EJM contact points and to all legal practitioners in the Member States regarding international cooperation. The website also offers several practical online tools for judicial cooperation. In addition, the EJM holds three plenary meetings per year, enhancing the functioning of the EJM by providing a forum for discussion of practical and legal problems encountered in judicial cooperation. The EJM Secretariat supports the organisation of regional and national EJM meetings in the Member States. The EJM Secretariat also organises training in legal English on an annual basis and it has established operational contacts with other judicial networks around the world and contact persons in third States.

The JITs Network Secretariat organises one plenary meeting per year and one or two 'working group meetings' with a limited number of experts. The Secretariat collects information on the setting-up and functioning of JITs in a systematic way (e.g. via summaries of national legislation, analysis of JIT agreements and evaluation of individual JITs) and makes it available to practitioners by various means (publication of evaluation reports, practical guides and a dedicated web platform). It also contributes to Eurojust's casework by providing targeted expertise. It promotes the use of JITs through its contribution to dedicated trainings. Since 2013, the JITs Network Secretariat also manages Eurojust's financial support to JITs.

The Genocide Network organises two plenary meetings each year, focusing on practical challenges faced by practitioners in the field and facilitating their close cooperation. Additionally, it co-organises the EU Day against Impunity, together with the EU Presidency and the European Commission, to promote the work of the national authorities in fighting impunity. The Genocide Network Secretariat collects information and delivers expert papers (in the form of questionnaires, reports, publications) on experience, best practice and methods of by national authorities competent for prosecuting core international crimes. Products of the Genocide Network Secretariat are available to practitioners and stakeholders via a secure website, and some items are also available via the public website. The Genocide Network Secretariat contributes to external trainings with its expertise, acts as an interface between various stakeholders and raises awareness of the importance of the fight against impunity.

Objectives 2018

- 4.1. Prioritising and reinforcing strategic cooperation in the area of criminal justice with: EU institutions, JHA agencies, the Secretariats hosted at Eurojust (EJN, JIT and Genocide), the Consultative Forum of Prosecutors General and Directors of Public Prosecution of the Member States

Actions

- Eurojust will continue contributing to the added value of the Networks, by hosting the Secretariats of the European Judicial Network, the Network of JIT National Experts and the Genocide Network and by supporting their statutory meetings.
- Additionally, Eurojust will continue to support practitioners' involvement in EU legislative and policy matters by facilitating the work of the Consultative Forum of Prosecutors General and Directors of Public Prosecution in the Member States.
- New opportunities for increased information sharing between Europol and Eurojust, as stemming from the new Europol Regulation and to be formalised in future working arrangements, will give new impetus to both operational and strategic cooperation.
- With a view to enhancing synergies in the fight against illegal immigrants' smuggling, Eurojust will continue to promote and further develop cooperation with Europol, the European Border and Coast Guard Agency and EUNAVFOR MED.
- Eurojust will also pursue active cooperation with Europol in the area of cybercrime and in relation to JITs.
- In cooperation with Europol and the Council of Europe (Pompidou Group), Eurojust will contribute to the final drafting of the Handbook on Controlled Deliveries.
- Strategic cooperation with OLAF will complement future endeavours to build close partnership between Eurojust and the EPPO in counter-acting crimes affecting the EU budget.
- Additionally, based on ongoing cooperation arrangements, Eurojust will pursue and enhance its collaboration with other JHA partners, such as EMCDDA, FRA, eu-LISA, and other EU agencies, such as the EUIPO to support Eurojust's activities pertaining to intellectual property crime.
- In support of practitioners, Eurojust will continue to contribute to training for judicial and law enforcement authorities, in cooperation with CEPOL and other EU counterparts particularly with the EJTN in respect of JITs and MLA.

Expected results

- EJN – outcome of plenary meetings and regional and national meetings regarding the practical application of EU legal instruments for judicial cooperation
- Coordination of the activities of the Network Secretariats, such as meetings and mutual access to information, including the EJCEN if appropriate
- Coordination between Eurojust and the EJN on which cases (requests for assistance) each shall deal with, in line with their respective mandates
- Conclusions of annual JITs Expert Network meetings, reflecting latest developments in the field and other publications and reports to share expertise on JITs
- Conclusions and reports of plenary meetings and expert papers of the Genocide Network encompassing the critical and contemporary practical challenges, experiences, best practice and methods when prosecuting core international crimes at domestic level
- Increased information flow for information matching purposes between Eurojust and Europol based on a hit-not hit basis and better detection of links
- Increased consultation on cases in which the involvement of one agency has been triggered by the other, as foreseen by the Europol and Eurojust Regulations, memoranda of understanding and other working arrangements with key JHA/non-JHA partners

- Joint Annual Report and other reports stemming from strategic cooperation with key JHA and non-JHA partners
- Organisation of at least one Consultative Forum Meeting and follow-up to its conclusions
- Organisation of two meetings of the EJCEN
- Increase in number of Eurojust press releases and other media communications jointly or collaboratively developed with relevant JHA agencies and EU bodies and institutions, Secretariats hosted at Eurojust (EJN, JITs and Genocide) and the Consultative Forum

4.2. Promote the added value of the judicial prosecutorial dimension of the fight against serious cross-border crime in the European Union

Actions

- To strengthen Eurojust's institutional communication with relevant EU policy bodies (i.e. Council and EEAS, Commission) so as to better promote the added value of its operational services and key expert role in international judicial cooperation, and to gain recognition of its function and commitment to EU security and ensure that the agency is properly resourced to achieve its goals.
- To create and disseminate to the wider EU public a narrative to promote the added value of Eurojust's support to the judicial and prosecutorial dimension of the fight against serious cross-border crime in the European Union, based on Eurojust's unique operational and strategic work.

Expected results

- Increased awareness by EU policy bodies and understanding of Eurojust's indispensable role in assisting national authorities in the fight against serious cross-border organised crime and
- Increased awareness by EU citizens and understanding of the work of Eurojust and added value of judicial cooperation to protect them against serious cross-border organised crime.

KPIs

Indicators	Latest Result 2016	Target
Implementation of activities and mandate:		
Number of		
o New or revised Memoranda of Understanding and working arrangements	0	
o EJTN trainees	16	16
o Trainings supported by Eurojust at CEPOL	10	>10%
o Level of satisfaction expressed in relation to Network meetings (JITs, EJM, Genocide)	95%	95%
o Level of satisfaction expressed in relation to EJM Language Training - Legal English.	95%	95%
Reports and publications:		
Number of		
o Outcome reports of the plenary meetings of the EJM, JITs and Genocide Network Secretariats	EJM:3 GEN: 4 JITs : 2 Total: 9 (all Secretariats)	EJM:3 GEN: 4 JITs : 2 Total: 9 (all Secretariats)
o Reports and other publications from the EJM regarding international cooperation in criminal matters	17	17
o Papers, publications and reports to share expertise on JITs, elaborated by the JITs Network Secretariat	18	15
o Expert papers on investigating and prosecuting core international crimes and other publications, elaborated by the Genocide Network Secretariat	5	5
Volume of actions directed towards external stakeholders:		
Implementation of stakeholder-related initiatives. Number of:		
o EJM Secretariat meetings with external stakeholders	3 plenaries	3 plenaries
o JITs Network Secretariat meetings with external stakeholders	1 plenary	1 plenary
o Genocide Network meetings with external stakeholders	2 plenaries	2 plenaries
o European Judicial Cybercrime Network meetings with external stakeholders	2 plenaries	2 plenaries
Website and multimedia:		
Number of		

o Page views/ ²⁰ visits to different sections of the EJN website, including to the EJN website online tools for judicial cooperation	1,830,522	1,950,000
o Overall media outreach and on coverage figures in media monitoring report	N/A	25,000
o Number of new registrations on the JITs Restricted areas	54	60
Publications:		
Number of		
o Joint/collaborative press releases with JHA agencies and EU bodies and institutions, Secretariats hosted at Eurojust and the Consultative Forum	10	12
o Eurojust Newsletters on important topics of judicial cooperation in criminal matters (e.g. EAW and prison conditions)	1	2

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expense (s€)	% of Total Posts	% of Total Budget
Enhance strategic cooperation with partners and stakeholders in the Area of Freedom, Security and Justice	40.93	€3,246,975	€2,665,270	€5,912,245	16,21%	15,31%

²⁰ Each webpage of the site that is visited counts as one page view. Hence, during one visit to the website, the visitor normally generates several page views.

Strategic Action Area 3:

Professional EU Organisation with positive reputation

5. Ensure effective organisational governance²¹

Overview

The decision of the Management Board to reorganise the Eurojust Administration was a response to Eurojust's objective to remain flexible and responsive to new legislative proposals regarding Eurojust and its potential relationship with the EPPO. Eurojust will continue monitoring and analysing developments in this field as well as in the wider legislative proposals in the Area of Freedom, Security and Justice, providing timely and constructive input to the relevant stakeholders.

Should the Eurojust Regulation be adopted within this timeframe, Eurojust will ensure its full and smooth implementation, amending as necessary its internal procedures and adapting its strategy and related Annual Work Programmes.

Recurring actions taken to achieve these goals include:

Legal advice and legal analysis in corporate area

- Legal advice related to JIT and EJM grants;
- Legal advice related to cooperation with other EU institutions/bodies/agencies in corporate area (e.g. a potential SLA with Europol on shared services);
- Legal support related to bi-and multilateral agreements and MoUs in corporate area;
- Legal advice related to EU classified information and handling/dissemination of other documents (e.g. LIMITED documents);
- Legal advice on the implementation of the Anti-Fraud Strategy and policy on the protection of whistleblowers.

Objectives 2018

5.1. Ensure contributions to legislative development of new EJ/EPPO Regulations and smooth implementation of the organisational changes stemming from the new Regulations

Actions

- . If the Eurojust Regulation is adopted by 2018, Eurojust will draw up a concrete action plan to review its rules, procedures and governance structure and to implement the changes brought about.
- New initiatives are expected to be necessary in 2018 to implement the Eurojust Regulation, which will introduce a new governance structure for Eurojust and change several aspects of Eurojust's technical and operational functioning. Eurojust will put in place new structures (e.g. the Executive Board) and procedures and revise, if necessary, internal rules such as on data protection and public access to documents to align with the new Regulation. Substantial data protection changes would include the applicability of Regulation 45/2001 (which will be amended) to non-case-related data and the replacement of the Joint Supervisory Body of Eurojust with the European Data Protection Supervisor as supervisor in the field of data protection for Eurojust.
- The establishment of the EPPO by enhanced cooperation, its physical location, functioning, competences and expected close interaction with Eurojust will have a cross-cutting impact on Eurojust. The working agreement(s) between Eurojust and the EPPO will be a priority to ensure the creation of synergies and complementarity between the two entities. Eurojust will keep the European institutions informed of the initiatives taken in this field. The Eurojust Strategy and Work Programme 2018 will be adjusted depending on progress with the establishment of the EPPO.

²¹ Links to Strategic Objective 3.1 of the MAS 2016-2018.

Expected results

- Reports and contributions to the adoption and implementation of the Eurojust Regulation;
- Action Plan for implementation of the Eurojust Regulation;
- Revision of key internal rules and processes in compliance with the Eurojust Regulation;
- Exploration of working arrangements with the EPPO;
- Clarification of role of Eurojust in support of Member States not participating in the EPPO, enhancement of Eurojust role in coordinating actions between EPPO participating Members and those not participating.

KPIs

Indicators	Latest Result 2016	Target
Legal analysis and legal advice regarding the Eurojust Regulation and the EPPO Regulation		
o Number of legal analyses provided to College, College Teams and bodies, Presidency Team, Task Force on the Future of Eurojust	29	40
o Number of legal opinions and opinions provided to College, College Teams and bodies, Presidency Team, Task Force on the Future of Eurojust	8	20
Policy work regarding the Eurojust Regulation and the EPPO Regulation		
o Number of contributions/opinions provided to relevant stakeholders on the two Regulations	3	3
Influence		
o Eurojust references in EU legislation or in EU policy documents	41	45
o Proportion of Eurojust opinions, advice and documents used by stakeholders (Commission, Council, EP, MS) with regard to the Eurojust and EPPO Regulations	70%	70%
Events		
o Number of: § VIP visits	64	70
§ Study visits	138	200
o Number of external participants in key events (coordination meetings)	2223	2500
o Level of participant satisfaction with events	Average 4 of a max of 5	4

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses(€)	% of Total Posts	% of Total Budget
Ensure effective organisational governance	4.23	€403,039	€0	€403,039	1.67%	1.04%

6. Efficient and effective support and administration²²

Overview

To increase its efficiency and flexibility in the deployment of human and financial resources and to continue delivering high-quality services, Eurojust has been undergoing a reorganisation of its Administration and of its internal procedures. This reorganisation has a direct impact on the support that it provides to the National Desks and to the Administration.

The full implementation of the reorganisation of the Administration that commenced at the end of 2016 represents the greatest challenge for 2017. Further phases of the internal reorganisation and the improvement in internal procedures will be implemented in 2017 and they will be regularly reviewed during 2018.

In these times of change, the promotion of a strong and positive organisation culture will be empowered so as to foster embracing change in innovation.

Internal work processes and working arrangements will be reviewed to encompass the new organisational structure to continue to providing efficient and effective management of Eurojust human resources and to observe the principles of sound financial management. Eurojust's internal control mechanisms will continue to ensure the highest level of compliance with EU standards.

As part of its strategy to increase its positive organisational culture, Eurojust will enhance its ability to manage institutional knowledge and to strengthen its capability to effectively communicate with EU stakeholders, institutional partners and media, key factors in these times of crisis, by the implementation of a Communication Plan.

Data protection rules are systematically applied in different sectors, ensuring compliance with the rules (including data subjects' rights) for non-case-related data across the organisation. To enhance accountability to stakeholders, Eurojust applies robust document and records management procedures and is improving its performance monitoring and reporting practices.

Appropriate resources are dedicated to ICT projects, giving priority to operational needs, such as the redesign of the CMS, which was decided by the College in April 2017.

The consolidation of the move to the new premises and the assurance of business continuity ((from the perspectives of ICT and facilities management) are essential elements of the efficient and effective support of Eurojust. This support is based on a variety of recurring actions:

Internal coordination

²² Links to Strategic Objectives 3.1 and 3.2 of the MAS 2016-2018.

- High-level support to the College, Management Board, College sub-structures, President, Presidency Team and Administrative Director.

College and Management Board and its substructures

- Management and coordination
- Adoption of strategic and policy documents
- Adoption of internal processes and work arrangements to enhance the effective and efficient support to the operational and policy work of Eurojust
- Adoption of the implementation of Eurojust Staff Regulations and Financial Regulations.

Corporate planning, monitoring and reporting

- Development of Eurojust's Multi-Annual Strategy;
- Activities related to the monitoring of the Implementation of Action Plans on evaluation processes
- Preparation of the Annual and Multi-annual business planning integrating work programmes of the College, National Desks and the Administration (SPD & AWP)
- Preparation of quarterly, bi-annual and annual corporate performance reporting (Annual Report, Consolidated Annual Activity Report, reporting to Management Board)
- Participation and exchange of best practice in planning and performance development interagency network (PDN).

Internal Control

- Coordination of audit activities and Eurojust's response to audit activities and findings from the ECA and the IAS
- Implementation of Internal Control Standards
- Identification of Eurojust's corporate risks and maintenance of risk log.

Human Resource Management

- Development and implementation of HR-related strategies, implementing rules, policies, guidelines, processes and templates
- Establishment, monitoring and reporting on the staff establishment plan
- Provision of regular reports to management and external stakeholders on human resources issues
- Management of internal and external recruitment procedures for staff, SNEs, interns and interim staff
- Efficient administration of rights and entitlements of Eurojust staff and SNEs
- Assurance of HR-related relations with the Host State, including the Protocol on Privileges and Immunities for Eurojust National Members and staff
- Delivery of health and wellbeing-related services, including occupational health
- Planning, organisation and monitoring of the training of Eurojust post-holders
- Organisation of the appraisal and reclassification exercises

Corporate Communications

External communication

- Maintain media, press and public relations
- Maintain and develop Eurojust's website
- Deliver annual media impact reports
- Support high-level visits and organise high-level events
- Coordinate external publications
- Organise awareness-raising activities in Member States and third States
- Support the Member States in organising EJN regional and national meetings with the support of the EJN Secretariat

Internal communication

- Implement the Internal Communication Guidelines, e.g. through staff surveys
- Provide training and advice to management in internal communication

- Maintain and develop Eurojust's intranet and Eurojust Monthly newsletter as the main internal communication tools
- Support the organisation of staff and managerial events

Manage and provide information resources

- Manage the physical and online library and provide related services;
- Set up and manage repositories of legal documents and databases;
- Finalise the setup and maintain Eurojust historical archives;
- Support the internal knowledge capital building of Eurojust staff.

Legal services – Regulatory and administrative matters

- Legal advice on access to documents and requests for information;
- Legal advice on staff-related matters, including pre-litigation;
- Litigation and administrative inquiries;
- Handling of European Ombudsman inquiries and complaints;
- Legal advice and management of the adoption process of implementing rules;
- Legal advice related to privileges and immunities, including Host State relations;
- Legal advice related to financial matters, contracts and procurement procedures;
- Legal advice related to audits and management of exception procedure;
- Legal advice on security-related matters and interpretation/application of the security rules;
- Legal advice and support in relation to the Eurojust Premises.

Budgetary and financial administration

- Develop and implement policies and procedures in relation to the Financial Regulations and Implementing Rules
- In accordance with the Financial Regulations, engage in robust in-year budget planning, implementation and forecasting, including mitigation to reduce risk to operational/compliance related work
- Coordinate, verify and consolidate the activity-based (multi-)annual budgets and related documents of Eurojust within eMS, and any subsequent amendments
- Monitor the implementation of the budget and the Establishment Plan at corporate level using appropriate IT tools such as ABAC, eRec and a Mission Management System
- Report on Eurojust's financial and human resources to different stakeholders
- Monitor activity-based budgeting
- Provide sufficient and timely support for JITs grant awards and claims
- Deliver timely and valued mission support services
- Prepare and maintain the general ledger and budgetary accounts of Eurojust in accordance with Article IX FRR and assure effective cash management
- Support timely procurement tenders for goods and services in conformity with procurement regulations as foreseen in the AWP
- Support and respond to internal and external audit, evaluations and risk assessment
- Timely and incisive internal and external reports on budgetary and financial matters in accordance with management plan and statutory requirements

Security

Physical security

- Ensure security of Eurojust staff, building and installations in compliance with European standards on operational security (e.g.: develop and update facilities-related policies, guidelines, processes and templates)
- Manage security clearances
- Provide internal first aid, emergency response and evacuation training for staff (floor warden team)
- Deliver risk assessments related to Eurojust and its staff (e.g. for events, operational missions)
- Business continuity and crisis management activities

Confidentiality & information security

- Ensure timely accreditation of information systems
- Perform regular risk assessment of systems prior to becoming operational as well as compliance audits

- Update information security policies
- Regularly report to the Security Committee
- Handle clearance requests

Security engineering (ICT Security)

- Provide on-call assistance for technical security issues
- Adjust, finalise and implement all technical security installations
- Implement changes of security requirements in infrastructure

Facilities management

- Preventive and corrective maintenance of building, landscape, parking facilities, user installations and refurbishments and assurance of efficient space allocation
- Management of the conference centre and delivery of audio-visual and virtual conferencing services
- Provision of canteen and catering services
- Workspace allocation
- Waste management activities
- Coordination of postal and courier services
- Purchase and maintenance of office supplies

ICT

ICT infrastructure maintenance and support services

- ICT infrastructure maintenance services: maintain the ICT infrastructure in compliance with the ICT service catalogue and SLA, including infrastructure, communication, connectivity and IT security services
- ICT support services: deliver ICT support services, including user support, incident and change management, identity and access management, training and end-user equipment
- ICT infrastructure and architecture upgrades: develop architectural designs and technical roadmaps and apply patch management on operational ICT systems

ICT governance

- ICT Service Portfolio Management
 - o Manage business demand and stakeholders' expectations for ICT services;
 - o Develop and monitor multi-annual ICT strategies and plans;
 - o Manage risks related to ICT strategies and plans; design and implement business continuity plans;
- ICT contributions to new initiatives and external working groups/projects
 - o Participate and contribute to a number of EU programmes/projects/platforms in the JHA area including UMF and SIS;
 - o Take an active role in ICTAC initiatives and JHA interagency ICT collaboration tools;
- ICT quality and control
 - o Design ICT policies and procedures; manage access and monitor usage of ICT services;
 - o Coordinate security activities in cooperation with ICT Security;
 - o Monitor quality of delivered ICT products/services and manage deviations/issues;
 - o Manage IT audits and assessments to ensure compliance with rules, regulations, best practices and quality standards.

Objectives 2018

6.1 Promote a strong and positive organisational culture

Actions

- Eurojust will continue to implement initiatives to enhance an atmosphere of confidence, in which all post-holders behave respectfully towards each other and value each other's views and opinions. Eurojust strives to instil a culture in which teamwork is valued, everyone is treated with fairness and post-holders mutually support each other. Moreover, Eurojust will continue efforts to create a working

environment that provides opportunities for personal and professional development, leading to staff driven towards organisational and personal success.

- Review, adopt and implement processes and policies to outline the mechanisms, principles, procedures and key objectives for Eurojust's internal communication, to improve institutional knowledge sharing and management as well as post holders' better understanding and awareness of Eurojust core mandate and activities.
- Review, adopt and implement processes and policies concerning external communication in order to affirm/consolidate Eurojust's reputation and central role in supporting national authorities dealing with serious cross-border organised crime.
- Review, adopt and implement processes and policies to set out communication response mechanisms to enable Eurojust senior management and post-holders to rapidly navigate in times of crisis, including a crisis in a Member State that may affect Eurojust's reputation. Such mechanisms include practical communication procedures to support ongoing operations during a crisis, as well as measures necessary for supporting a rapid return to normal operations.

Expected results

- Improved perception of work ethic across the organisation
- Increased wellbeing and performance of post-holders and the organisation
- Implementation of the Communication Plan in its three main areas:
 - o external communications: strengthen Eurojust's relationship with national practitioners, institutional stakeholders and media community to reaffirm Eurojust's reputation and central role in supporting national authorities dealing with serious cross-border organised crime;
 - o crisis communications: increase Eurojust's ability to properly and timely react in times of crisis, including a crisis in a Member State that may affect Eurojust's reputation; and
 - o internal communications: improve institutional knowledge sharing and management as well as post-holders' awareness of Eurojust's core mandate and activities.

6.2 Further strengthen Eurojust's organisational capacity to further improve performance reporting, standardising internal processes, optimise technological and physical infrastructure to meet operational needs and to enhance flexible use of financial and human resources to deliver quality services to the College and National Desks

Actions

- In the context of organisational growth, while materialising efficiency improvements (e.g. policy on Eurojust meetings) and increasing operational delivery, Eurojust has adjusted the organisational structure of the Administration, effective from 1 January 2017 (*see* Annex XI). In parallel, the College sub-structures and contact points will be restructured in 2017.
- The creation in 2017 of the Planning, Programming and Reporting Office responded to the requirement of implementing a new approach to strategic planning and reporting and resource capacity planning. In 2018, this new approach will be consolidated.
- Operational and support processes are being refined to improve efficiency and effectiveness on a permanent basis. For example, all planning and reporting activities will be managed centrally to create synergies and consistency between the activities of the College, National Members and the Administration. Improved planning and priority setting in the organisation of meetings.
- Ensuring that Eurojust's resources are aligned to its operational priorities, including development of the competencies of Eurojust's staff to enhance its operational and strategic capabilities to support Member States, remains a priority. Improvement of practical arrangements for the Liaison Prosecutors seconded to Eurojust.
- Eurojust maintains and, if needed, further develops, the ICT tools that assist the efforts to increase performance of Eurojust post-holders, such as: the Document Management System, Human Resource Management System and Mission Management System.

- In 2017, Eurojust moves to its new premises. In 2018, the New Premises Programme will be properly closed, ensuring proper aftercare for post-move activities for the period of 30 June 2017 - 30 June 2018. The EU Eco-Management and Audit Scheme (EMAS) that supplies benchmarking in managing Eurojust's carbon footprint will commence in the new premises.
- Options for shared services are being reviewed with Europol to lead to concrete measures for implementation.
- In parallel, participation in networks, including the JHA agencies, will be pursued, such as the Inter-Agency Legal Network and the various sub-groups of the EU Agencies Network, to harmonise and develop common practices.

Expected results

- Increased efficiency and effectiveness of internal processes in the organisation
- Streamlined and aligned processes and working arrangements
- Implementation of new approach to strategic planning and reporting and resource capacity planning
- Sound financial management; effective and efficient management of human resources, IT and physical resources
- Regular reviewing of organisational structure
- Proper closure of the New Premises Programme
- Preparation for implementation of targeted shared services with Europol
- Implementation of the priorities of the Organisational Project Briefs

KPIs

Indicators	Latest Result 2016	Target
Management		
o % of the Work Programme implemented		90%
o Timeliness of documents dispatched to Management Board	0%	In 20% of MB meetings, all documents to be distributed 3 working days in advance
o Timeliness of Board decisions distributed	100%	100%
o Timeliness of preparing planning documents	N/A	90%
Quality Management		
o Degree of fulfilment of Quality Management Standards		
o Number of complaints/commendations received	N/A	<5%
o % of implementation of Internal Control Standards		60%
o % of high-level risks in the risk management systems	N/A	<3%
o Staff satisfaction with quality of internal services (procurement, finances, legal, communication, IT, facilities, HR)		Communication:60% HR: 75% Office infrastructure (IT, building, etc): 60%
Strong and positive organisational culture		
o Stakeholders satisfaction; perception of Eurojust survey	56%	75%

Media and external presentation		
o Number of press communications published (press releases, news items)	123	130
o Number of media inquiries	50	60
o Number of EJ Newsletters published	1	2
o Number of marketing seminars and roadshows/national workshops	13	6
Publications		
o Number of reports/studies/leaflets published by Eurojust on its activities and achievements	5	6
Website and multimedia:		
Number of		
o Number of unique visitors per year	48,000	49,000
o Number of returning visitors per year	21,500	22,500
o Page views ²³ /visits to different sections of the Eurojust website per year	14,000,000	15,000,000
o Page views ²⁴ /visits to different sections of the EJN website, including to the EJN website online tools for judicial cooperation	1,830,522	1,950,000
Audit		
o Number of critical and important recommendations received on risk/compliance management	3	<2
o % of implementation of internal audit recommendations implemented within agreed deadline	83%	100%
o Number of exceptions in Eurojust's register of exceptions	6	5
ICT		
o Quality management: % of service commitment targets related to availability, responsiveness, efficiency and satisfaction met, measured during a full calendar year over all service commitments described in the IMU SLA.	95%	96%
Budget		
o Budget implementation	98.89%	>98%;
o Deviation in resource utilisation from ABB plan (including any mitigation);	5	<15%;
o #/value of transfers year on year	€2.34 m	<2017 values;
o # audit findings; proportion of action plan implemented;	Zero findings	Zero audit findings;100%
o percentage of budget transferred between Titles, above the threshold of 10%	0	
o Decrease in carry forwards cf 2017 year on year	19.50%	<10%
Decrease in C8 cancellations year on year;	5.60%	< 5%

²³ Each webpage of the site that is visited counts as one page view. Hence, during one visit to the website, the visitor normally generates several page views.

²⁴ Each webpage of the site that is visited counts as one page view. Hence, during one visit to the website, the visitor normally generates several page views.

Accounting		
o Timeliness of payments after authorisation	4 days	Average less than/equal to prior years
o # delays due to cash availability (cash balance +ve for 30d period)	zero	Average less than/equal to prior years
o External audit findings related to reliability of the annual accounts proportion of corrective action plan implemented, if applicable	Zero findings related to reliability of accounts	Zero findings related to reliability of accounts
Human Resources		
o Gender diversity, % of male employees	33%	35%
o % staff turn-over	7.1%	<4%
o % vacancy rate	3.45%	2%
o Average length of recruitment process	7 months	6 months
o % of staff appraisals and % PDPs completed	99%	100%
o % informal learning activities vs classroom based training	10%	50%
Procurement		
o Performance critical phases vs expected timeframes (%)	N/A	> 90%; <or equal to best 3 years
o # breaks in planned contract continuity	Zero	Zero
o # audit findings/annual procedures	Zero	Zero
Facilities (incl. ICT infrastructure)		
o Availability and accessibility of the premises for mission-critical operational work outside office hours	99%	99%
o Level of satisfaction of the National Members and meeting participants with the functioning of the conference facilities on a scale 0-5 on the evaluation forms	≥4	≥4
o Office supporting infrastructure availability superior to 95% office hours (max of 103 hours of accumulated down time over the year)	>95%	>95% (max of 103 hours of accumulated down time over the year)
o Overall corporate and operational infrastructure (websites, databases, web applications, security etc.): runs on 24/7 basis with overall availability (excl. planned maintenance windows)	Min 99%	Min 99%
o Average time to resolve an internal, facility-related request	< 8h	< 8h

Resources

Description	Total FTE (#)	Total FTE (€)	Total Expenses(€)	Total FTE + Expenses(€)	% of Total Posts	% of Total Budget
Efficient and effective support and administration	75.97	€6,079,976	€3,683,175	€9,763,151	30.09%	25.29%

Annex I Resources allocation per activity

Resource allocation per Annual Organisational Objective ²⁵

Resources per 2018-2020 STRATEGIC OBJECTIVE and 2018 ANNUAL ORGANISATIONAL ACTIVITY / OBJECTIVE	Total FTE (#)	Total FTE (€)	Total BL Expenses (€)	Total FTE + BL Expenses (€)	% Posts Total	% Budget Total
STRATEGIC GOAL 1 - OPERATIONAL WORK						
1.1 - Encourage referral of complex cross-border crime cases and information to Eurojust, offering operational and legal expertise, in particular on EAWs, MLAs, EIOs and JITs	37.74	3,224,946	3,908,248	7,133,194	14.95%	18.48%
1.2 - Optimise use of ENCS in MSs	0.98	92,978	-	92,978	0.39%	0.24%
1.3 - Improve efficiency and effectiveness of coordination meetings & coordination centres and ensure expeditious follow-up	53.07	3,940,764	6,403,355	10,344,118	21.02%	26.79%
2.1 - Continue to develop operational cooperation with JHA Agencies, Europol in particular, and other EU bodies	27.08	2,103,637	1,373,326	3,476,963	10.72%	9.01%
2.2 - Continue to develop operational cooperation with third States, through use of Eurojust contact points						
Total for GOAL 1	118.87	9,362,325	11,684,928	21,047,254	47.08%	54.52 %
STRATEGIC GOAL 2 - STRATEGIC WORK						
3.1 - Promote a European approach to judicial cooperation in priority crime areas and legal instruments to overcome judicial challenges across borders	12.51	964,125	516,924	1,481,049	4.95%	3.84%
3.2 - Share expertise and knowledge, best practices and lessons learned to the extent possible on the basis of existing casework						
4.1 - Prioritising and reinforcing strategic cooperation in the area of criminal justice with: EU Institutions, JHA Agencies, the Secretariats hosted at Eurojust (EJN, JIT and GEN) and the Consultative Forum of Prosecutors General and Directors of Public Prosecution of the MS	23.73	1,878,738	1,518,749	3,397,488	9.40%	8.80%
4.2 - Promote the added value of the judicial and prosecutorial dimension of the fight against serious cross-border crime in the EU	17.20	1,368,237	1,146,521	2,514,758	6.81%	6.51%
Total for GOAL 2	53.43	4,211,100	3,182,194	7,393,294	21.16%	19.15 %
STRATEGIC GOAL 3 - ORGANISATIONAL DEVELOPMENT						
5.1 - Ensure timely internal preparation for implementing organisational change	4.23	403,039	-	403,039	1.67%	1.04%
6.1 - Promote a strong and positive organisational culture (including an increase in Eurojust's ability to manage its institutional knowledge and communication and effectively communicate with EU stake-holders, institutional partners and media, including in times of crisis)	63.45	4,959,744	1,687,622	6,647,365	25.13%	17.22%
6.2 - Further strengthen Eurojust's organisational capacity to improve performance reporting, standardise internal processes, optimise technological and physical infrastructure to meet operational needs and enhance flexible use of financial and human resources to deliver quality services to the College and National Desks	12.52	1,120,232	1,995,553	3,115,785	4.96%	8.07%
Total for GOAL 3	80.20	6,483,015	3,683,175	10,166,190	31.76%	26.33 %
Total	252.50	20,056,440	18,550,297	38,606,737	100%	100.00 %

²⁵ The horizontal support costs are pro-rated based on the number of FTE's working on theAOA's and divided over the Strategic Goals using the same indication applied in the budget assumptions for the work of the non-statutory staff, being: 70% strategic goal 1; 20% strategic goal 2 and 10% for strategic goal 3.

Annex I-A Overview of requests to Eurojust in main EU Strategic Documents

Overview of requests to Eurojust in main EU Strategic Documents

EU DOCUMENTS	REQUESTS TO EUROJUST Operational work	REQUESTS TO EUROJUST Policy work	Approved by the College Yes/No
CRIME AREAS			
TERRORISM			
<p>The European Agenda on Security Doc. 8293/15 COM(2015) 185 final, 28.4.2015 http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf</p>	<ul style="list-style-type: none"> Offer more expertise and assistance to financial investigations [link to smuggling of migrants investigations] <p>Priorities:</p> <ul style="list-style-type: none"> - Terrorism - Cybercrime - Organised crime 	<ul style="list-style-type: none"> Be <u>fully involved</u> in the activities of the European Counter Terrorism Centre (ECTC) at Europol to improve coordination of investigations and prosecutions. Eurojust has recruited a specialised counter-terrorism prosecutor to be temporarily placed at the ECTC. 	Yes
<p>Council Conclusions on the Criminal justice response to radicalisation leading to terrorism and violent extremism Doc. 14192/1/15 REV1, 18.11.2015</p> <p>LIMITE</p>		<ul style="list-style-type: none"> Provide EJTJN and CEPOL with <u>expertise</u> to support MSs with a variety of training for the whole chain of criminal justice actors dealing with terrorism Continue <u>monitoring trends and developments</u>, by use of its Terrorism Conviction Monitor (TCM), of the applicable <u>legislative framework</u> and relevant <u>jurisprudence</u> in the Member States as regards terrorism and violent radicalisation, including <u>the use of alternatives to prosecution and detention</u> Foster (with RAN, EJTJN, Europol CEP and Europris) the exchange of <u>national practices and the lessons learnt</u> on the criminal justice 	<p>?</p> <p>Yes</p> <p>?</p>

		<p>response to radicalisation leading to terrorism and violent extremism. Since July 2017, Eurojust is represented at the High-Level Commission Expert Group on Radicalisation (HLCEG-R).</p>	
<p>Renewed EU Internal Security Strategy and counter terrorism Implementation Paper: first half of 2017</p> <p><i>Doc. 5645/2/17 REV 2 COR 1 of 13 March 2017</i></p>		<ul style="list-style-type: none"> • Establish an “EU network of cyber officers at Eurojust.” <p>Eurojust and the European Judicial Network are invited to contribute to the discussions at the COPEN meetings where initiatives relating to mutual legal assistance in criminal proceedings, the surrender and transfer of sentenced persons, the enforcement of judicial decisions are examined.</p> <p>Ways of improving information exchange between JHA agencies, including ways to improve Member States' data supply to the JHA Agencies, as described in the Roadmap on information exchange, will be discussed at COSI with a view to deepening the cooperation between JHA Agencies.</p> <p>With regards to the Eight Round of Mutual Evaluation on Environmental Crime, Member States, Institutions and Agencies will be invited to share their views on a questionnaire which is expected to be adopted by June 2017</p>	Yes
<p>Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area: Update following Council conclusions on interoperability</p> <p>12223/17 LIMITE, 21 September 2017</p>		<p>Under CHAPTER 2: INFORMATION MANAGEMENT AND EXCHANGE IN THE AREA OF LAW ENFORCEMENT AND OF JUDICIAL COOPERATION</p> <p>Theme 1: Better information management, access to information, data quality and data protection (EJ mentioned among primary responsible parties under “Enhance data quality” and as a stake-holder in others).</p> <p>Theme 2: Stronger cross-border cooperation and improving information exchange (EJ mentioned among primary responsible parties under “Improve the sharing of criminal records, particularly relating to terrorism</p>	

		<p>convictions” and as a stake-holder in others).</p> <p>Theme 3: Strengthening EU agencies and improving the use of EU information systems (EJ mentioned among primary responsible parties under “Enhance the coordination and monitoring capabilities of Eurojust members” and as a stakeholder in others). In addition, College of Eurojust responsible for monitoring of “Improve the information potential of EU agencies; Increase the data supply to Europol and Eurojust as well as systematic sharing of cases as appropriate” and “Enhance the coordination and monitoring capabilities of Eurojust Members; Enable the setting up and connection of the members of the Eurojust National Coordination System (ENCS) to the Eurojust’s Case Management System (CMS)”</p> <p>Under CHAPTER 3: STRENGTHEN INFORMATION MANAGEMENT IN THE AREA OF COUNTER-TERRORISM</p> <p>Theme 1: Improving the use of SIS (EJ mentioned among stake-holders under “Ensure structural information to SIRENE Bureaux and SIS end users on persons involved in terrorism or terrorism related activity as well as additional information on criminal records).</p> <p>Theme 2: Improving the use of other EU and of international instruments (EJ mentioned among primary responsible parties under “Ensure that Member States are informed on all prosecutions and convictions on terrorist offences in the EU; Transmit to Eurojust information on all prosecutions and convictions on terrorist offences).</p>	
<p>Enhancing security in a world of mobility:</p>	<ul style="list-style-type: none"> • The European Border and Coast Guard will 		

<p>improved information exchange in the fight against terrorism and stronger external borders</p> <p>COM(2016) 602 final, 14.9.2016</p> <p>http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-security/legislative-documents/docs/20160914/enhancing_security_in_a_world_of_mobility_en.pdf</p>	<p>[...] work with other EU agencies such as Europol and Eurojust to prevent and detect cross-border crime such as migrant smuggling, trafficking in human beings and terrorism</p> <p><i>ongoing</i></p>		
<p>Internal and external dimensions of the CT/CVE policies in the context of the Global Strategy and the Security Union</p> <p>13683/17 LIMITE 30.10.2017</p>		<ul style="list-style-type: none"> Enhanced information exchange and cooperation in the following actions: <p>The contribution of JHA Agencies (in particular Europol, Frontex, CEPOL and Eurojust) in ensuring better synergies between the internal and external aspects of CT should be further explored. This includes their closer interaction and exchange with the EU CT experts, in areas such as preservation of battle-field evidence for subsequent criminal investigations in Member States and their increased involvement in cooperation with priority partner countries;</p> <p>A national liaison magistrate could be invited to represent Eurojust in a pilot country and evaluate the outcome.</p>	No
<p>- Council doc. 12347/1/17 REV1 of 21 September 2017 (EU</p>		<ul style="list-style-type: none"> Participate in the policy debate at PSC and COSI level; 	

<p>RESTRICTED) “Strengthening military, law enforcement and judicial information exchange in counter-terrorism”;</p> <p>- Council working document WK 9396/2017 REV1 of 15 September 2017 “EEAS non-paper on «enhancing cooperation between CSDP Missions/Operations and JHA Agencies”;</p> <p>- Council doc. 10880/17 of 11 July 2017 “Strengthening military, law enforcement and judicial information exchange in counter-terrorism”.</p>		<ul style="list-style-type: none"> • Contribute to the preparatory document (10880/17); • Contribute with actions as described in document 12347/1/17 REV1 in relation to the use of data from CSDP missions and utilisation of battlefield information (with regards to this last point, a Questionnaire to MSs was issued; replies expected by 30 November 2017. Findings to be presented for College approval at the beginning of 2018. Contribution to the CTC to be provided next year asap) 	
<p>doc. 12299/17 + 12356/17 (RESTREINT UE/EU RESTRICTED) EU-Ukraine internal security cooperation</p>		<ul style="list-style-type: none"> • Participate in the policy debate at PSC and COSI level; • Contribute to the document to insert the Eurojust role in the EU-Ukraine internal security cooperation • Contribute to the document in view of maintaining independence of JHA Agencies vis-à-vis the envisaged coordination role of the SGUA. 	
<p>THB</p>			

<p>EU Strategy towards the Eradication of THB 2012-2016²⁶ <i>Doc. 11780/12, 25.6.2012</i> https://ec.europa.eu/anti-trafficking/sites/antitrafficking/files/eu_strategy_towards_the_eradication_of_trafficking_in_human_beings_2012-2016_1.pdf</p>	<ul style="list-style-type: none"> Assist in ensuring proactive financial investigation in THB cases. Assist in increasing judicial cooperation in THB cases. EU agencies should actively share information among themselves and with Member States. 	<ul style="list-style-type: none"> Implement with support from MSs the Eurojust Action Plan against THB. Implement the joint statement of JHA Agencies signed on the 5th EU Anti-Trafficking Day of 18 October 2011. 	<p>No</p>
<p>Conclusions of the Council of the European Union and of the Member States meeting within the Council on addressing THB for labour exploitation 9938/16, 9.6.2016 http://data.consilium.europa.eu/doc/document/ST-9938-2016-INIT/en/pdf</p>	<ul style="list-style-type: none"> Continue to assist Member States in the coordination of judicial cross-border cooperation against THB for labour exploitation <p>Contribute to strengthening Member States' joint capacity in this area, including by increasing the number of cases of investigations and prosecutions into THB for labour exploitation</p>		
ILLIGAL IMMIGRANT SMUGGLING			
<p>European Agenda on Migration <i>Doc. 8961/15 COM(2015) 240 final, 13.5.2015</i> http://ec.europa.eu/dgs/home-affairs/what-we-</p>	<ul style="list-style-type: none"> Pool and better use information to identify and target smugglers Provide on-the-spot 	<ul style="list-style-type: none"> Participate in hotspots²⁷ 	<p>Yes</p>

²⁶ On 20th October 2017, the EU Anti-Trafficking Coordinator indicated that the Commission will publish its priority actions to address THB “next month”.

²⁷ . EU agencies are mentioned in the Note dated 7 March 2017 (Ref. 6717/17 “*Security checks in case of irregular immigration – mapping exercise*”, in relation to hotspots, see point 14 on page 5. The document is limited and hence not reproduced here.

<p>do/policies/european-agenda-migration/background-information/docs/communication_on_the_european_agenda_on_migration_en.pdf</p>	<p>operational and information support to the frontline states</p> <ul style="list-style-type: none"> • Help identify smugglers, investigate them, prosecute them, freeze and confiscate their assets • Assist actions against money laundering connected to migrant smuggling 		
<p>EU Action Plan against migrant smuggling (2015-2020)</p> <p>http://ec.europa.eu/dgs/home-affairs/e-library/documents/policies/asylum/general/docs/eu_action_plan_against_migrant_smuggling_en.pdf</p> <p>COM(2015) 285 final, 27.5.2015 Doc. 9345/15</p>	<ul style="list-style-type: none"> • MSs, Eurojust and other relevant EU Agencies to strengthen operational cooperation and information exchange • Support for mutual legal assistance in criminal matters. 	<ul style="list-style-type: none"> • Participate in the Contact Group of EU agencies on migrant smuggling. • Set up a thematic group on migrant smuggling. • Facilitate the exchange of best practice and identify challenges regarding the collection and use of e-evidence in investigations and prosecutions related to <u>migrant smuggling</u>. • Facilitate co-operation with third States • Finance JITs on migrant smuggling 	<p>?</p> <p>Yes</p> <p><i>Part of EJ's operational work</i></p> <p>Yes</p> <p><i>The general JIT funding rules apply</i></p>
<p>Council conclusions on measures to handle the refugee and migration crisis</p>		<ul style="list-style-type: none"> • "Closely cooperate" with the European Migrant Smuggling Centre (EMSC) at Europol 	<p>Yes?</p>

<p>Doc. 13880/15, 9.11.2015 http://www.consilium.europa.eu/press-releases-pdf/2015/11/40802204716_en.pdf</p>			
FIREARMS AND EXPLOSIVES			
<p>EU action plan against illicit trafficking in and use of firearms and explosives</p> <p>COM(2015) 624 final, 2.12.2015 http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-security/legislative-documents/docs/20151202_communication_firearms_and_the_security_of_the_eu_en.pdf</p>		<ul style="list-style-type: none"> • Security dialogues with key partner countries and organisations - to also lead, whenever relevant, to specific joint action plans on firearms and where possible also explosives, including EU agencies such as Europol, Eurojust and CEPOL 	No
ENVIRONMENTAL CRIME			
<p>EU Action Plan against Wildlife Trafficking 2016-2020</p> <p>COM(2016) 87 final, 26.2.2016 http://ec.europa.eu/environment/cites/pdf/WAP_EN_WEB.PDF</p>	<ul style="list-style-type: none"> • Improve cooperation among Member States on cases of cross-border wildlife trafficking • Regular joint operations involving cross-border cooperation carried out by EU Member States • Joint Investigation Teams involving Europol and/or Eurojust 	<ul style="list-style-type: none"> • Sufficient resources earmarked in Europol and Eurojust for work on wildlife trafficking 	No

<p>Discussion Paper on Countering Environmental Crime 12297/16 LIMITE, 27.9.2016</p>	<ul style="list-style-type: none"> • Eurojust should encourage and support the establishment of joint investigation teams in the field of investigating environmental crime, 	<ul style="list-style-type: none"> • Eurojust should: <ul style="list-style-type: none"> - support the specialisation of prosecutors and judges in the field of environmental crime in Member States, - establish the network of prosecutors and judges specialised in the field of fight against environmental crime in order to share experience and knowledge between the Member States, 	<p>No?</p>
<p>Council Conclusions on countering environmental crime - Council conclusions (8 December 2016) 15412/16 12.12.2016</p>	<ul style="list-style-type: none"> • EUROJUST to encourage and if necessary support the establishment of joint investigation teams as well as the sharing and exchange of information in the field of investigating environmental crime; 		
<p>8th round of mutual evaluations: Joint Action of 5 December 1997 adopted by the Council establishing a mechanism for evaluating the application and implementation at national level of international undertakings in the fight against organised crime and specific implementing Council acts Eighth round of mutual evaluations -</p>		<ul style="list-style-type: none"> • The College acknowledged that environmental crime is one of the EU priorities in the fight against organised and serious international crime for 2018-2021; • The College decided that, due to budgetary and human resources constraints, EJ will not be in a position to participate as an observer in the on-site evaluation visits taking place in the context of the 8th Round of Mutual Evaluations; however, Eurojust provides written contributions aimed at assisting in the preparation of the evaluation visits. • The results of the 8th Round shall be monitored and analysed with the support of the EJ Contact 	<p><i>Decision at the extraordinary operational mtg of the College on 27 June 2017</i></p>

<p>Questionnaire (final) Doc. 8919/1/17 REV1 of 30.05.2017</p> <p>Eighth round of mutual evaluations - Order of visits Doc.7834/2/17 REV2 of 31.05.2017</p>		<p>Point on environmental crime.</p> <ul style="list-style-type: none"> The EJ Contact Point on environmental crime will provide the visiting team with questions for each MS relating to EJ's role in combatting environmental crime, drafted on the basis of EJ's cases. 	
CYBERCRIME			
<p>Conclusions of the Council of the European Union on the European Judicial Cybercrime Network 10025/16, 9.6.2016 http://data.consilium.europa.eu/doc/document/ST-10025-2016-INIT/en/pdf</p>		<ul style="list-style-type: none"> The Network should meet regularly depending on the needs of the members, in principle twice a year, hosted by Eurojust Eurojust will provide the support required for the tasks [of the Network] set out in point 3, ensuring alignment with the work of the European Judicial Network and in relation to the e-Justice portal. The Council will assess the functioning of the Network on the basis of a report drawn up by Eurojust after completion of the first two-year work programme. 	<p><i>A BN is prepared by the OoP to determine the support to the EJCN</i></p>
<p>Council Conclusions on improving criminal justice in cyberspace of 9 June 2016 http://www.consilium.europa.eu/en/press/press-releases/2016/06/09-criminal-activities-cyberspace/</p>	<ul style="list-style-type: none"> Support the Commission (together with MS, third States, other JHA actors depending on the actions) in the following: <ul style="list-style-type: none"> Consider and make recommendations on how to adapt, where appropriate, existing standardised forms and 		

	<p>procedures to request the securing and obtaining of e-evidence.</p> <ul style="list-style-type: none"> • Develop, while using where appropriate, existing electronic tools, and while respecting competences and channels of communication under existing legal frameworks. • Explore possibilities for a common EU approach on enforcement jurisdiction in cyberspace in situations where existing frameworks are not sufficient. 		
<p>Final Report on the 7th round of mutual evaluations on "The practical implementation and operation of the European polices on prevention and combating cybercrime" ST12711/1/17, 9.10.2017 http://data.consilium.europa.eu/doc/document/ST-12711-2017-INIT/en/pdf</p>	<ul style="list-style-type: none"> • Eurojust should continue to support and facilitate the setting up of JITs and make available adequate funding to help Member States to use them more frequently. 	<p>Eurojust, Europol and ENISA should consider raising awareness of their services and the existing possibilities for cooperation and specialised training that they offer in the area of cybercrime and actively supporting events that strengthen international cooperation with regard to combating cybercrime.</p> <ul style="list-style-type: none"> • The Member States and the EU institutions should continue to reflect on methodologies to maintain and enhance the cooperation between the public and the private sector [...] • Member States should consider engaging in, and maintaining, with the possible involvement of Eurojust and the European Judicial Cybercrime network, a constant dialogue with the private sector and discuss methodologies to ensure that the gathering of e-evidence takes place in a way to allow its admissibility in courts. • Member States and the EU institutions are recommended to consider solutions [to address encryption] and to intensify an open dialogue with the private sector. 	
<p>Improving the EU's fight against cybercrime: EU law enforcement</p>		<p>Development of a Emergency Response Protocol for a coordinated EU law enforcement response in case of</p>	

<p>response. Outcome of the Expert Workshops with policy proposals</p> <p>13461/17 LIMITE, 19.10.17</p>		<p>major cyber-attacks.</p> <ul style="list-style-type: none"> • The role of judiciary as well as Eurojust and EJCEN will be examined 	
<p>Improving the EU's fight against cybercrime: EU law enforcement response (Council doc. 11809/17)</p>	<p>- Eurojust was invited to attend four workshops on EU law enforcement response to cybercrime held 28-29 September (the first three) and 13 October 2017 (the last one) at Europol, namely:</p> <ol style="list-style-type: none"> 1. improved fight against criminality on the Dark Web; 2. joint EU law enforcement response to major cyber-attacks; 3. reform of the WHOIS; 4. Carrier-Grade NAT and online crime attribution²⁸. <p>Eurojust participated in the first three workshops; concept papers for the workshop were disseminated beforehand. The aim of the workshops was to strengthening cyber security as a priority under the EE Presidency of the Council of the EU.</p>		
<p>Encryption of data: mapping of the problem (Discussion Paper BE EU Presidency)</p>		<ul style="list-style-type: none"> • Support the competent national authorities in meeting the challenges stemming from the encryption [close cooperation and consultations with Europol, Eurojust and EJCEN seems to be vital]. 	<p>Yes?</p>

13434/16, 21.10.2016			
<p>Council conclusions on the Joint Communication to the European Parliament and the Council: Resilience, Deterrence and Defence: Building strong cybersecurity for the EU, adopted by the General Affairs Council on 20 November 2017</p> <p>14435/17, 20.11.2017</p>	<p>Eurojust (together with Europol and ENISA) invited:</p> <ul style="list-style-type: none"> to contribute jointly with Member States a coordinated approach for EU law enforcement response to large-scale cyber-incidents and crises to complement the procedures outlined in the relevant frameworks²⁹; 	<p>Eurojust (together with Europol and ENISA) invited:</p> <ul style="list-style-type: none"> to continue strengthening their cooperation in the fight against cybercrime, both among themselves and with other relevant stakeholders, including the CSIRTs community, Interpol, the private sector and academia ensuring synergies and complementarities, in accordance with their respective mandates and competences. 	
FINANCIAL CRIME			
Euro counterfeiting	<p><u>Regulation (EU) No 331/2014 of the European Parliament and of the Council of 11 March 2014 establishing an exchange, assistance and training programme for the protection of the euro against counterfeiting (the 'Pericles 2020' programme)</u></p>	<ul style="list-style-type: none"> Possible involvement in training actions within the Pericles 2020 programme jointly with other partners. 	No

²⁹ 9916/17 and C/2017/6100 final.
SPD 2018-2020 - 12.12.2017

	<p>[...]</p> <ul style="list-style-type: none"> Article 7(2)(d): Actions under the Programme may be organised jointly by the Commission and other partners having relevant expertise, such as: [...] (d) Europol, Eurojust and Interpol [...]. Article 10(5): where eligible actions [...] are organised jointly by the Commission and the ECB, Eurojust, Europol or Interpol, the ensuing expenses shall be divided among them [...]. 		
<p>Council Conclusions and Action Plan on the way forward with regard to financial investigation 10125/16, 13.6.2016 13382/17, 19.10.17 13578/27, 23.10.17 http://data.consilium.europa.eu/doc/document/ST-10125-2016-INIT/en/pdf</p>		<ul style="list-style-type: none"> Develop as an expertise hub on financial investigations in order to support operational cooperation. Include financial investigations in Joint Investigation Teams on migrant smuggling (<i>Action 3</i>) Adjust the model agreement for the setting up of Joint Investigation Teams by including the definition and principles for the application of financial investigations (<i>Action 4</i>) <p>N.B. In Council doc. 13578/17, p. 2, Member States are encouraged to build up financial expertise at the national desks, if not already present.</p>	No
RACISM			
<p>Racism and Xenophobia</p>	<p><u>Council Framework Decision on combating certain forms and expressions of racism and xenophobia by means of criminal law (2008/913/JHA)</u></p> <p>Article 10(3): Before 28 November</p>	<ul style="list-style-type: none"> Submit a report at the request of the Council. 	No

	<p>2013, the Council shall review this Framework Decision. For the preparation of this review, the Council shall ask Member States whether they have experienced difficulties in judicial cooperation with regard to the conduct under Article 1(1). In addition, the Council may request Eurojust to submit a report on whether differences between national legislations have resulted in any problems regarding judicial cooperation between the Member States in this area.</p>		
DRUGS			
<p>EU Action Plan on Drugs 2017-2020 (COM(2017) 195 final of 15 March 2017) https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/organized-crime-and-human-trafficking/drug-control/eu-response-to-drugs/20170315_evaluation_communication_en.pdf</p>	<ul style="list-style-type: none"> • Utilise to best effect available intelligence and information-sharing law enforcement instruments, channels and communication tools used to collate and analyse drug-related information • Strengthen EU judicial cooperation in targeting cross-border drug trafficking, money laundering, and in the confiscation of the proceeds of drug-related organised crime • Implement new EU legislative measures to address the emergence, use and rapid spread of new psychoactive substances <p>Provide targeted technical</p>	<ul style="list-style-type: none"> • Report on the number of financial investigations and confiscations in relation to the proceeds of drug-related organised crime through EU judicial cooperation • Report on the timely and effective responses to mutual assistance requests and European Arrest Warrants in relation to illicit drug trafficking • Identify strategic responses to address the role of new information communication technologies (ICT) and the hosting of associated websites, in the production, marketing, purchasing and distribution of illicit drugs and new psychoactive substances at national and EU level. <p>Report on the number of drug-related cases referred to Eurojust, including qualitative, contextual information about the cases.</p>	

	assistance, and other assistance and support as necessary, to acceding countries, candidate countries, and potential candidates to facilitate their adaptation to and alignment with the EU acquis in the drugs field		
EU POLICY CYCLE- MASP/OAs			
<p>Council conclusions on setting the EU's priorities for the fight against serious and organised crime between 2014 and 2017</p> <p>A. Illegal immigration B. THB C. Counterfeit goods D. Excise and MTIC fraud E. Synthetic drugs F. Cocaine and Heroin trafficking G. Cybercrime H. Trafficking in firearms I. Organised property crime committed by MOCG.</p>		<p>In the last year of the current Policy Cycle (year 2017), Eurojust is involved in 75 Operational Actions (OAs) in total. As a leader or co-leader Eurojust is involved in 12 OAs. Involvement in these roles requires from Eurojust dedication of a certain amount of resources.</p> <p>These OAs fall under the categories:</p> <ul style="list-style-type: none"> • 'Increase coordinated investigations and prosecutions' (4 OAs), • 'Financial investigations, incl. asset recovery' (1 OAs), • 'Awareness raising' (3 OAs), • 'Legal/practical obstacles' (1 OA) • 'Cooperation with third States' (3 OAs). <p>For the remaining 63 OAs, a supporting role is foreseen which, in general, does not require other workload than attendance and follow-up to relevant meetings.</p>	<p><i>Yes (Common position on the Eurojust's participation in the drafting of yearly OAPs, adopted on 24/09/2013)</i></p>
<p>Council conclusions on the continuation of the EU Policy Cycle for organised and serious international crime for the period 2018-2020 – Council Conclusions 27 March 2017</p>	<ul style="list-style-type: none"> - contribute to develop a MASP and OAP for each crime priority - contribute to develop an independent mechanism to evaluate the implementation of the EU Policy Cycle and transmit the results thereof to 	<ul style="list-style-type: none"> - Commit in the annual work programme to implement the actions developed within the EU Policy Cycle 	<p><i>Yes (Eurojust's common position in relation to the potential EMPACT priorities 2018-2021, adopted on 19/04/2017)</i></p>

<p>Doc. 7704/17 of 28 March 2017</p> <p>Council conclusions on setting the EU's priorities for the fight against organised and serious international crime between 2018 and 2021 - Council conclusions (9450/17 of 18 May 2017)</p>	<p>the Council</p> <ul style="list-style-type: none"> - contribute to develop a funding opportunities information package to support the activities of the new EU Policy Cycle - contribute to provide training packages and exploring other awareness raising measures - contribute to the exchange of best practices and sharing of experiences <p>contribute to develop in 2019 under the leadership of Europol in cooperation an interim report on new, changing or emerging threats, paying particular attention to the EU crime priorities decided in 2017 and the EU SOCTA in 2021</p>		
<p>Draft Policy Advisory Document (PAD) for the years 2018 to 2021</p> <p>Doc 7824/1/17 REV 1 of 18 April 2017</p>	<ul style="list-style-type: none"> - To contribute to the selection of the new EU crime priorities for the next EU Policy Cycle 2018-2021 	<ul style="list-style-type: none"> - To contribute to the selection of the new EU crime priorities for the next EU Policy Cycle 2018-2021 	
<p>Multi Annual Strategic Plans (MASPs):</p> <p>Doc. 15080/17: MASPs related to the EU's priorities for the fight</p>	<p>Active participation in the drafting process of the MASPs</p>	<ul style="list-style-type: none"> - Monitoring consistency at COSI level. - The MASPs envisage for JHA Agencies (including Eurojust) their involvement in the 7 identified Strategic Goals: <ul style="list-style-type: none"> o Intelligence Picture 	

<p>against serious and organised crime between 2018 and 2021 validated by COSI on 1 December 2017</p> <p>Doc. 10838/17 and 12561/17: Implementation 2018-2021 EU Policy Cycle for organised and serious international crime: common horizontal minimum strategic goals</p> <p>Doc. 11805/17 and 12811/17: MASP on Criminal Finances / Money Laundering / Asset Recovery Priority</p> <p>Doc. 11806/17: MASP on Environmental crime</p> <p>Doc. 12998/1/17 REV1: MASP on attacks against information systems</p> <p>Doc. 13231/17: MASP on Excise Fraud</p> <p>Doc. 13232/17: MASP on Facilitation of illegal immigration</p> <p>Doc 13233/17 : MASP on child sexual abuse and child sexual exploitation</p> <p>Doc 13738/17 : MASP on Fraud and Counterfeiting of Non-</p>		<ul style="list-style-type: none"> ○ Operational Activities ○ Prevention and Capacity building ○ Cooperation with non-EU partners ○ Financial Investigations ○ On-line trade in illicit goods and services 	
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<p>Cash Means of Payment</p> <p>Doc 13739/17 : MASP on Cannabis, Cocaine and Heroin</p> <p>Doc 13764/17 : MASP on Missing Trader Intra Community (MTIC) Fraud</p> <p>Doc 13854/17 : MASP on firearms</p> <p>Doc 14020/17 : MASP on Organised Property Crime Priority</p> <p>Doc 14027/17 : MASP on Synthetic Drugs and New Psychoactive Substances (NPS)</p> <p>Doc 14146/17 : MASP on Trafficking in Human Beings (THB) Priority</p> <p>Doc. ____/17: MASP on Document Fraud</p>			
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<p>OAPs drafting exercise:</p> <ul style="list-style-type: none"> - Doc 14543/17: OAP <u>Trafficking in Human Beings</u> - Doc. 13713/17: <u>Attacks against information systems</u> - Doc. 14318/17: <u>Firearms</u> - Doc. 14309/17: <u>Synthetic drugs and new psychoactive substances</u> - Doc. 14289/17: <u>Child sexual abuse and child sexual exploitation</u> - Doc. 13874/17: <u>Facilitation of illegal immigration</u> - Doc. 14489/17: <u>Organised property crime</u> - Doc. 14484/17: <u>Environmental crime</u> - Doc. 14421/17: <u>Cannabis, Cocaine and Heroin</u> - Doc. 14281/17: <u>Fraud and counterfeit non-cash means of payment</u> - Doc. 14257/17: <u>Excise Fraud</u> - Doc. 14250/17: <u>MTIC Fraud</u> 	<p>Active participation in the drafting process of the OAPs</p>	<ul style="list-style-type: none"> - Correction and adjustments at NEC level - Between the boundaries of the 7 Strategic Goals identified in the MASPs, a large number of Operational Actions (OAs) have been selected while elaborating the OAPs. Eurojust participates in several OAs, either as a Participants or a co-Leader. Such activities have an operational focus. 	
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Doc. 13866/17: <u>Criminal finances and money laundering and facilitate asset recovery</u>			
Implementation of the Council conclusions setting priorities in the fight against organised crime for 2018 - 2021: identification of the relevant actors (Council doc. 10011/3/17 REV3)		- Contribution as regards the Eurojust participation in the crime priorities related to the EU Policy Cycle 2018-2021. In line with the College decision of the beginning of 2017 on this matter, Eurojust will participate in all OAPs as Participant while will be co-Leader in priority areas such as Illegal Immigration, Cybercrime and financial crimes. The active participation in the Document Fraud project is for Eurojust linked to Illegal immigration mostly.	
Establishment of the horizontal expert group on document fraud (Council doc. 11528/17)		- Expression of interest and participation in the horizontal expert group. Envisaged role for Eurojust in the foreseen Joint Operational Task Force on Document Fraud. This is an horizontal priority which integrates in almost all OAPs per crime priorities.	
-	-	-	
JUDICIAL COOPERATION AREA			
	•	•	Ne
The EU Justice Agenda for 2020 - Strengthening Trust, Mobility and Growth within the Union. COM(2014) 144 final, 11.3.2014 http://ec.europa.eu/justice/effective-justice/files/com_2014_144_en.pdf	• Continue to play a key role in coordinating prosecution of transnational crimes also after EPPO's establishment, with need to strengthen effectiveness and JITs potential to be used to the maximum.		

<p>The European Agenda on Security Doc. 8293/15 COM(2015) 185 final, 28.4.2015</p> <p>http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf</p>	<ul style="list-style-type: none"> • Assist complex MLA requests with countries outside the EU, especially with the network of the EJ contact points. • Enhanced operational cooperation Eurojust - Europol 	<ul style="list-style-type: none"> • Facilitate the exchange of best practice and identify the challenges regarding the collection and use of e-evidence in investigations and prosecutions of Internet-facilitated crimes. Eurojust is participating in the e-evidence expert meetings organized by the Commission. 	
<p>Conflicts of Jurisdiction</p>	<p><u>Council Framework Decision 2008/841/JHA of 24 October 2008 on the fight against organised crime</u></p> <p><u>Article 7: [...] the Member States concerned shall cooperate in order to decide which of them will prosecute the offenders, with the aim, if possible, of centralising proceedings in a single Member State. To this end, Member States may have recourse to Eurojust [...] in order to facilitate cooperation between their judicial authorities and the coordination of their action.</u></p>	<ul style="list-style-type: none"> • On the basis of the operational experience: Eurojust casework report on conflicts of jurisdiction and other documents to support practitioners in this area. 	<p>Yes</p>
	<p><u>Council Framework Decision 2009/948/JHA of 30 November 2009 on prevention and settlement of conflicts of exercise of jurisdiction in criminal proceedings</u></p> <ul style="list-style-type: none"> • Recitals (4), (9), (10) and (14) 		

	<ul style="list-style-type: none"> • Article 12 (Cooperation with Eurojust): <ul style="list-style-type: none"> ○ Art. 12(1): This Framework Decision shall be complementary and without prejudice to the Eurojust Decision. ○ Art. 12(2): Where it has not been possible to reach consensus in accordance with Article 10, <u>the matter shall, where appropriate, be referred to Eurojust</u> by any competent authority of the Member States involved, if Eurojust is competent to act under Article 4(1) of the Eurojust Decision. <p>Articles 6, 7 and 13(7) EJD</p>		
	<p><u>Directive (EU) 2017/541 of the European Parliament and of the Council of 15 March 2017 on combating terrorism and replacing Council Framework Decision 2002/475/JHA and amending Council Decision 2005/671/JHA</u></p> <p><u>Article 19(3)</u>: When an offence falls within the jurisdiction of more than one Member State and when any of the Member States concerned can validly prosecute on the basis of the same facts, the Member States concerned shall cooperate in order to decide which of them will prosecute the offenders with the aim, if possible, of centralising</p>	<ul style="list-style-type: none"> • Upon request, provide input to the future Commission’s impact evaluation. • On the basis of the operational experience: Eurojust casework report on conflicts of jurisdiction and other documents to support practitioners in this area 	<p>No</p> <p>Yes</p>

	proceedings in a single Member State. To this end, the Member States may have recourse to Eurojust in order to facilitate cooperation between their judicial authorities and the coordination of their action.		
EIO	<p>Directive 2014/41/EU of 3 April 2014 regarding the European Investigation Order in criminal matters</p> <p><u>Recital (13)</u>: With a view to ensuring the transmission of the EIO to the competent authority of the executing State, the issuing authority may make use of any possible or relevant means of transmission, for example the secure telecommunications system of the European Judicial Network, <u>Eurojust</u>, [...]</p>	<ul style="list-style-type: none"> Assist the competent national authorities in relation to the issuing, transmission and execution of the EIO. Advise on the choice of the use of the EIO in relation to other mutual recognition instruments, such as the EAW. (SOURCE: LS Note “European Investigation Order – State of play, main features, key questions and role of Eurojust”, 28.9.2016) Note on the meaning of “corresponding provisions” and the applicable legal regime in case of delayed transposition of the EIO Directive 	Currently under discussion (College meeting of 2.5.2017)
CORPORATE AREA			
<p>The European Agenda on Security <i>Doc. 8293/15</i> COM(2015) 185 final, 28.4.2015</p> <p>http://ec.europa.eu/dgs/home-affairs/e-library/documents/basic-documents/docs/eu_agenda_on_security_en.pdf</p>		<ul style="list-style-type: none"> 7A more joined-up inter-agency and a cross-sectorial approach 	
<p>First progress report towards an effective and genuine Security</p>	<ul style="list-style-type: none"> MSs to make full use of EU in place mechanisms. Eurojust plays a key 		

<p>Union</p> <p>COM(2016)670 final, 19.10.2016 http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/european-agenda-security/legislative-documents/docs/20161012/first_progress_report_towards_an_effective_and_genuine_security_union_en.pdf</p>	<p>role.</p>		
<p>Questionnaire for the comprehensive assessment of EU Security Policy</p> <p>Doc CM 1575/17 of 14 February 2017</p>	<p>- Valuable input should be provided by relevant EU Agencies considering their role to support the implementation of the EU policies: complete and return the questionnaire to the Commission; participate in dedicated workshops.</p>	<p>- Valuable input should be provided by relevant EU Agencies considering their role to support the implementation of the EU policies: complete and return the questionnaire to the Commission; participate in dedicated workshops.</p>	
<p>Application of the Schengen acquis</p>	<p><u>Council Regulation (EU) No 1053/2013 of 7 October 2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen acquis [...]</u></p> <p>Preamble paragraph 18: Other Union bodies, offices and agencies, such as the European Police Office("Europol"), [...], and Eurojust, [...], should, where relevant, support</p>	<p>• Support, where relevant, the implementation of the evaluation mechanism to verify the application of the Schengen acquis.</p>	<p>No?</p>

	<u>the implementation of the evaluation mechanism in the areas covered by their mandate.</u> [...]		
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Annex I-B Legal obligations for Eurojust relevant to policy work as laid down in EU legal instruments

<i>I. Crime-related area</i>			Approved by College Yes/No
Crime	Title of Document & Relevant Provisions	Legal obligations for /requests to Eurojust	
Terrorist offences	<p><u>Council Decision 2005/671/JHA of 20 September 2005 on the exchange of information and cooperation concerning terrorist offences/in connection with Article 13a(1) EJD</u></p> <ul style="list-style-type: none"> • Article 2(2): Each Member State shall designate one, or where its legal system so provides more than one authority, as <u>Eurojust national correspondent for terrorism matters</u> or an appropriate judicial or other competent authority which, in accordance with national law, shall have access to and can collect all <u>relevant information concerning prosecutions and convictions for terrorist offences and send it to Eurojust [...]</u>. • Article 2(3): Each Member State shall take the necessary measures to ensure that at least the information referred to in paragraph 4 concerning criminal investigations and the information referred to in paragraph 5 concerning prosecutions and convictions for terrorist offences which affect or may affect two or more Member States, gathered by the relevant authority, is <u>transmitted to:[...]</u> (b) <u>Eurojust, in accordance with national law and where the provisions of the Eurojust Decision so allow.</u> • Article 13a(1) EJD: Provide the competent national authorities with information and feedback on the results of the processing of information. <p>and <u>Directive (EU) 2017/541 of the European Parliament and of the Council of 15 March 2017 on combating terrorism and replacing Council Framework Decision 2002/475/JHA and amending Council Decision 2005/671/JHA</u></p> <p>Article 19 (3): When an offence falls within the jurisdiction of more than one Member State and when any of the Member States concerned can validly prosecute on the basis of the same facts, the Member States concerned shall</p>	<ul style="list-style-type: none"> • Provide the competent national authorities with information and feedback on the results of the processing of information (Article 13a(1) EJD), e.g. Terrorism Convictions Monitor. • Activate the informal network of national correspondents for Eurojust for terrorism matters in case of terrorist threats or major incidents with cross-border elements in order to rapidly exchange information and stand ready around the clock to receive and process immediately any request for, or decision on, judicial cooperation. • Designate a bridge-maker between Eurojust and the European Counter Terrorism Centre (ECTC) at Europol: Eurojust is recruiting a specialised counter-terrorism prosecutor/judge to be temporarily placed at the ECTC to facilitate the early involvement of the judiciary, and make full use of Eurojust's coordination tools and its informal network of national correspondents for terrorism matters, also in accordance with the European Agenda on Security. 	

	cooperate in order to decide which of them will prosecute the offenders with the aim, if possible, of centralising proceedings in a single Member State. To this end, the <u>Member States may have recourse to Eurojust in order to facilitate cooperation between their judicial authorities and the coordination of their action.</u>		
II. Judicial Cooperation Instruments-related area			
Instrument	Title of Document & Relevant Provisions	Legal obligations for /requests to Eurojust	
European Arrest Warrant	<p><u>Framework Decision on the European Arrest Warrant and the surrender procedures between Member States (2002/584/JHA)/in connection with Article 13a(1) EJD</u></p> <ul style="list-style-type: none"> • Article 17(7): Where in exceptional circumstances a Member State cannot observe the time limits provided for in this Article, <u>it shall inform Eurojust, giving the reasons for the delay.</u> 	<ul style="list-style-type: none"> • Report on delays (<i>see also</i> Council doc. 10270/14). • Information on the application of Article 17(7) is included in the Report on Eurojust casework (2014-2016). 	Yes
JITs	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 13(5): Member States shall ensure that national members are informed of the setting up of a joint investigation team, whether it is set up under Article 13 of the Convention on Mutual Assistance in Criminal Matters between the Member States of the European Union or under Framework Decision 2002/465/JHA, <u>and of the results of the work of such teams.</u> • Article 13a(1). • Article 9f: participation of national members in JITs 	<ul style="list-style-type: none"> • Provide the competent national authorities with information and feedback on the results of the processing of information (Article 13a(1) EJD); • Prepare JITs evaluation reports (coordination with JIT Network Secretariat). 	
ENCS – Access to the CMS at national level	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 12(6): In order to meet the objectives referred to in [Article 12(5)], <u>persons referred to in paragraph 1 and paragraph 2(a), (b) and (c) shall [...] be connected</u> to the Case Management System [...]. 	<ul style="list-style-type: none"> • Establish a connection to the CMS at national level*. <p>(*Obligation also tackled in the “Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area” (13554/16 LIMITE, of 26.10.2016), <i>see</i> Action 15).</p>	
European Protection Order	<p><u>DIRECTIVE 2011/99 of 13 December 2011 on the European protection order</u></p> <ul style="list-style-type: none"> • <u>Article 8 (Transmission procedure):</u> <ul style="list-style-type: none"> ○ <u>Art. 8(2):</u> If the competent authority of either the executing State or the issuing State is not known to the competent authority of the other State, the latter authority shall make all the relevant enquiries, including via [...] the <u>National Member of Eurojust</u> or the <u>National</u> 	<ul style="list-style-type: none"> • Support MS in identifying relevant authorities for issuing or executing the European Protection Order. 	

	<u>System for the coordination of Eurojust</u> of its State, in order to obtain the necessary information.		
III. Cooperation with Partners (incl. External Relations)			
Partners	Title of Document & Relevant Provisions	Legal obligations for /requests to Eurojust	
(Strategic) Cooperation with the EJN	<u>Eurojust Decision</u> <ul style="list-style-type: none"> Article 25a(1)(2) and (3): Eurojust and the European Judicial Network shall maintain privileged relations with each other, based on consultation and complementarity [...] Articles 6(1)(e) and 7(1)(e): Eurojust – through its national members and as a College – shall make use of and contribute to the improvement of EJN documentary database 	<ul style="list-style-type: none"> Maintain privileged relations (mutual obligations EJ/EJN). Support the activities of the Network. Obligation for Eurojust to contribute to the improvement of EJN documentary database. 	
(Strategic) Cooperation with other Networks	<u>Eurojust Decision</u> <ul style="list-style-type: none"> Article 25a(2): Without prejudice to Article 4(1), the Secretariat of the Network for Joint Investigation Teams and of the network set up by Decision 2002/494/JHA [genocide network] shall form part of the staff of Eurojust. These secretariats shall function as separate units. They may draw on the administrative resources of Eurojust which are necessary for the performance of their tasks. Coordination between the secretariats shall be ensured by Eurojust. This paragraph shall apply to the secretariat of any new network set up by a decision of the Council where that decision provides that the secretariat shall be provided by Eurojust. Article 25a(3): The network set up by Decision 2008/852/JHA [contact-point network against corruption] may request that Eurojust provide a secretariat to the network. If such request is made, paragraph 2 shall apply. College Decision 2017-33 on practical arrangements for Eurojust support to the organisation of the meetings of the Consultative Forum. <u>Conclusions of the Council of the European Union on the European Judicial Cybercrime Network of 9 June 2016 (Council doc. 10025/16)</u> – Eurojust is requested to support the activities of this Network.	<ul style="list-style-type: none"> Provide a secretariat to other networks and ensure coordination among them. Support the activities of the Networks. Support the organisation of meetings of the Consultative Forum. Support the organisation of meetings of the EJCNC. 	
Contact-point Network against Corruption	<u>Council Decision 2008/852/JHA of 24 October 2008 on a contact-point network against corruption</u> <ul style="list-style-type: none"> Article 1: [...] The European Commission, Europol and Eurojust shall be fully associated with the activities of the Network. 	<ul style="list-style-type: none"> Support the activities of the Network. 	

	<ul style="list-style-type: none"> • Article 2: [...] Within their respective competencies, Europol and Eurojust may participate in the activities of the Network. 		
Cooperation with partners	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Articles 26 and 26a: Cooperation agreements/memoranda of understanding/other cooperation arrangements between Eurojust and partners, incl. third States. • Other (e.g. Letter of Understanding with EUNAVFORMED and EEAS) • College Decision 2017-24 on practical arrangements for Liaison Prosecutors seconded from third States to Eurojust. 	<ul style="list-style-type: none"> • Arising obligations for Eurojust as relevant. 	
Cooperation with Europol – Information sharing	<p>Regulation (EU) 2016/794 of 11 May 2016 on Europol</p> <ul style="list-style-type: none"> • Article 21(2): <u>Europol and Eurojust may conclude a working arrangement</u> ensuring, in a reciprocal manner and within their respective mandates, access to, and the possibility of searching, all information that has been provided for the purpose specified in point (a) of Article 18(2). • Article 21 (4): Europol shall allow searches in accordance with paragraphs 1 and 2 only after obtaining from Eurojust information on which National Members, Deputies and Assistants, as well as Eurojust staff members, [...]. • Article 21(5): If, during Europol's information-processing activities in respect of an individual investigation, Europol or a Member State identifies the need for coordination, cooperation or support <u>in accordance with the mandate of Eurojust</u> [...], Europol shall notify them to that effect and shall initiate the procedure for sharing the information, in accordance with the decision of the Member State providing the information. <u>In such a case, Eurojust</u> [...] shall consult with Europol. • Article 21(7): Europol, Eurojust and OLAF shall inform each other if, after consulting each other's data in accordance with paragraph 2 or as a result of a hit in accordance with paragraph 1, there are indications that data may be incorrect or may conflict with other data. 	<ul style="list-style-type: none"> • Update/review existing cooperation and working agreements, as appropriate. 	
Cooperation with Europol – 2010 Cooperation Agreement	<p>2010 Cooperation Agreement Eurojust-Europol</p> <ul style="list-style-type: none"> • Joint Annual Report (Article 22) • Exchange of information (Chapter 3), to be partially superseded by implementation of Article 21 Europol Regulation by Europol, and Article 40 Draft Eurojust Regulation, see <i>infra</i>. • Temporary placement of Eurojust representative(s) to Europol (see EC3 and ECTC agreements) 	<ul style="list-style-type: none"> • Drafting of Joint Annual Report. • Exchange of information, operational and strategic. • Appointment of Eurojust Contact Point to Europol's Analysis Projects (formerly known as Focal Points) • Temporary posting of Eurojust representative at Europol 	
Cooperation with Europol – JITs	<p>Regulation (EU) 2016/794 of 11 May 2016 on Europol</p> <ul style="list-style-type: none"> • Article 61(4): In respect of the financial support to be given to joint 	<ul style="list-style-type: none"> • Eurojust and Europol will jointly establish rules and conditions regarding the processing of JIT funding applications, to ensure full 	

	investigation teams' activities, <u>Europol and Eurojust shall jointly establish the rules and conditions</u> upon which applications for such support are to be processed.	complementarity of the respective funding schemes; possibility to conclude MoU.	
Cooperation with the European Border and Coast Guard Agency (Frontex) Regulation (EU) 2016/1624 of 14 September 2016 on the European Border and Coast Guard	Obligation for Frontex to cooperate with Eurojust (Articles 8(1)(m) and 52, Frontex Regulation).	<ul style="list-style-type: none"> • Frontex and Eurojust to replace MoU with cooperation agreement allowing exchange of operational information including personal data. 	
(Strategic) Cooperation with eu-LISA, Regulation (EU) No 1077/2011 of the European Parliament and of the Council, having regard to the Treaty on the Functioning of the European Union.	Memorandum of Understanding signed on 19 September 2017	<ul style="list-style-type: none"> • Eurojust and eu-LISA to implement obligations stemming from MoU. 	
IV. Corporate areas			
Areas	Title of Document & Relevant Provisions	Legal obligations for /requests to Eurojust	
Eurojust Annual Report (activities and management)/ opinions	<u>Eurojust Decision</u> <ul style="list-style-type: none"> • Article 32(1): The President, on behalf of the College, shall report to the Council in writing every year on the activities and management, including budgetary management, of Eurojust. To that end, the College shall prepare an annual report on the activities of Eurojust and on any criminal policy 	<ul style="list-style-type: none"> • Produce an annual report on Eurojust's activities and on management. • Report on the implementation of Council conclusions on the Eurojust Annual Reports. • Provide opinions upon request. 	

	<p>problems within the Union highlighted as a result of Eurojust's activities [...].</p> <ul style="list-style-type: none"> • Article 32(3): The Commission or the Council may seek Eurojust's opinion on all draft instruments prepared under Title VI of the Treaty. 		
Consolidated Annual Activity Report	<p><u>Eurojust Financial Regulation</u></p> <ul style="list-style-type: none"> • Article 47(1): The authorising officer shall report to the College on the performance of his duties in a form of a consolidated annual activity report containing [...] The consolidated annual report shall be submitted to the College for the assessment. • (2): No later than 1 July each year the consolidated annual activity report together with its assessment shall be sent by the College to the Court of Auditors, to the Commission, to the European Parliament and the Council. • (3): Additional reporting requirements may be provided in the Eurojust Decision in duly justified cases, in particular when it is required by the nature of the field in which Eurojust operates. 	<ul style="list-style-type: none"> • Production and assessment of the Consolidated Annual Activity Report (CAAR). • Submission of the CAAR to the relevant EU Institutions. • Additional reporting obligations as relevant and as provided for in the EJD. 	
Budget	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 35(1): Each year the College, on the basis of a draft drawn up by the Administrative Director, shall produce an estimate of revenue and expenditure for Eurojust for the following financial year [...]. • Article 35(4): Before the beginning of the financial year, the College of Eurojust shall adopt the budget [...]. 	<ul style="list-style-type: none"> • Prepare and adopt the budget. 	
Implementation of the budget and discharge	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 36(1): The Administrative Director shall report to the College on the implementation of the budget. • Article 36(5): The College shall deliver an opinion on Eurojust's final accounts. • Article 36(6): The Administrative Director shall [...] forward the final accounts to the European parliament, the Council, the Commission and the Court of Auditors, together with the College of Eurojust's opinion. 	<ul style="list-style-type: none"> • Produce a report on the implementation of the budget (AD) and deliver an opinion on Eurojust final accounts (the College). • Forward the final accounts to the relevant EU institutions to obtain a discharge in respect of the yearly implementation of the budget. 	
Implementation Article 13 EJD	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 13(12): By 04 June 2014, the Commission shall establish, on the basis of information transmitted by Eurojust, a report on the implementation of [Article 13], accompanied by any proposal it may deem appropriate, including with a view to considering an amendment of paragraphs 5, 6 and 7 and the Annex. 	<ul style="list-style-type: none"> • Provide information about the state of play of the implementation of Article 13 in view of the Commission's report. 	
Evaluation of Eurojust	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 41a(1): Before 04 June 2014 and every five years thereafter, the College shall commission an independent external evaluation of the implementation of [the Eurojust Decision] as well as of the activities carried 	<ul style="list-style-type: none"> • Commission independent external evaluations of Eurojust as prescribed. • Process the resulting evaluation reports as prescribed. 	

	<p>out by Eurojust.</p> <ul style="list-style-type: none"> • Article 41a(3): The evaluation report shall include the evaluation findings and recommendations. This report shall be forwarded to the European Parliament, the Council and the Commission and shall be made public. 		
Audits	<p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 38(3): [...] Eurojust shall, in the light of the auditor's reports, take the necessary measures in response to these recommendations. • Article 36(8): The Administrative Director shall send the Court of Auditors a reply to its observations [...]. 	<ul style="list-style-type: none"> • Take measures in response to (the internal) auditor's recommendations. • Reply to the Court of Auditor's observations (on the implementation of Eurojust's budget). 	
Planning Documents	<p><u>College Decision 2014-1 on Financial Regulation applicable to Eurojust</u></p> <ul style="list-style-type: none"> • Article 32(1): Eurojust shall draw up a programming document containing multi-annual and annual programming taking into account guidelines set by the Commission. 	<ul style="list-style-type: none"> • Draw up multi-annual and annual programming documents. 	
Access to documents	<p><u>Article 15 TFEU</u></p> <ul style="list-style-type: none"> • Any citizen of the Union, and any natural or legal person residing or having its registered office in a Member State shall have the right of access to documents of the Union's institutions, bodies, offices and agencies [...] <p><u>Eurojust Decision</u></p> <ul style="list-style-type: none"> • Article 39: The College shall adopt rules regarding public access to documents, taking account of the principles and limits of Regulation 1049/2001. <p><u>College Decision of 13 July 2004</u></p> <ul style="list-style-type: none"> • 1. Any citizen of the Union, and any natural or legal person residing or having its registered office in a Member State, has a right of access to documents of Eurojust, subject to the principles, conditions and limits defined by these rules. • 2. These rules shall apply to all documents held by Eurojust, that is to say, documents drawn up or received by it and in its possession, concerning matters relating to the policies, activities and decisions falling • Article 15: Eurojust shall include in its annual report the number of cases in which it refused to grant access to documents and the reasons for such refusals. 	<ul style="list-style-type: none"> • Receive and process public access to documents requests • Report in Eurojust's annual report on the number of cases in which access was refused and the reasons for refusal. 	
Security	<p><u>2013/488/EU: Council Decision of 23 September 2013 on the security rules for protecting EU classified information</u></p> <ul style="list-style-type: none"> • Preamble paragraph 7: Union bodies and agencies established under Title V, Chapter 2, of the Treaty on European Union (TEU), Europol and Eurojust should apply, in the context of their internal organisation, the basic 	<ul style="list-style-type: none"> • Protect the EUCI by applying the applicable principles and minimum standards. 	

	<u>principles and minimum standards laid down in this Decision for protecting EUCL, where so provided in the act establishing them.</u>		
Archives	<p><u>COUNCIL REGULATION (EEC, EURATOM) No 354/83 of 1 February 1983 concerning the opening to the public of the historical archives of the European Economic Community and the European Atomic Energy Community</u></p> <ul style="list-style-type: none"> • Article 1 [...] agencies [...] shall establish its historical archives and open them to the public on the terms provided for by this Regulation after the expiry of a period of 30 years starting from the date of the creation of the document. <p>Article 7 Each institution shall transfer to its historical archives all documents contained in their current archives no later than 15 years after their date of creation. According to the criteria laid down by each institution pursuant to Article 9, there shall be an initial sorting process with the purpose of separating documents that are to be preserved from those that have no administrative or historical value.</p>	<ul style="list-style-type: none"> • Transfer documents to historical archive no later than 15 years after creation. 	

Annex II Financial Resources

(The below tables contain preliminary figures based on the Budget Circular 2018 and the Financial Accounts of 2016)

Table 1 – Expenditures ³⁰

Eurojust uses differentiated appropriations for grants related to JIT grants. The amounts shown in the Final Budget 2018 under budget line 3720 (€1,442,000) reflect the commitment appropriations for 2018. The payment appropriations for budget line 3720 amount to €1,200,000. Details of the breakdown between commitment appropriation and payments appropriation are also highlighted to the Commission through the Budget Circular 2018.

Expenditures	2017		2018	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	18,501,261	18,501,261	20,876,805	20,876,805
Title 2	21,601,302	21,601,302	6,896,178	6,896,178
Title 3	8,276,674	7,776,674	10,833,754	10,591,754
Total expenditures	48,379,237	47,879,237	38,606,737	38,364,737

³⁰ The envisaged expenditures for 2019 are based on the Draft Budget 2019 submitted for the 1st College Reading on 14 November 2017 and for 2020 on the expectation that Title 1 costs will increase by 3% per year; while Title 2 and Title 3 costs with 2% per year.

EXPENDITURE	Commitment appropriations						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Envisaged for 2019	Envisaged for 2020
			Agency request	Budget forecast			
Title 1 - Staff expenditure	18,980,395	18,501,262	21,800,574	20,876,805	13%	22,612,547	23,290,923
Salaries & allowances	18,383,231	17,814,928	20,825,310	19,832,310	11%	21,512,946	22,158,334
- Of which establishment plan posts	17,632,617	17,162,785	19,796,703	18,803,703	10%	20,278,805	20,887,169
- Of which external personnel	366,907	50,000	400,000	400,000	700%	408,000	420,240
- Of which supplementary services	383,707	602,143	628,607	628,607	4%	826,141	850,925
Expenditure relating to Staff recruitment	53,770	60,000	60,930	60,930	2%	62,151	64,016
Mission expenses	35,227	47,500	67,500	55,000	16%	71,000	73,130
Socio-medical infrastructure	100,369	172,000	227,834	164,565	-4%	170,450	175,564
Training	184,834	160,334	205,000	355,000	121%	384,000	395,520
External Services	192,673	201,500	366,500	363,500	80%	366,500	377,495
Receptions, events and representation	2,550	5,000	7,500	5,500	10%	5,500	5,665
Social welfare	27,741	40,000	40,000	40,000	0%	40,000	41,200
Other Staff related expenditure							
Title 2 - Infrastructure and operating expenditure	16,125,944	21,601,302	8,174,842	6,897,678	-68%	7,930,919	8,089,537
Rental of buildings and associated costs	3,805,766	7,195,000	6,564,000	5,133,636	-29%	6,288,760	6,414,535
<i>Of which extraordinary (non staff) costs related to Transition Period Interim Premises (Eurojust occupant of two buildings, when the ICC moves out)</i>	<i>1,740,000</i>	<i>549,000</i>	-	-	<i>-100%</i>	-	-
Information, communication technology and data processing	1,737,060	1,239,217	1,215,417	1,405,417	13%	1,361,649	1,388,882
Movable property and associated costs	174,807	69,500	115,000	112,500	62%	112,950	115,209
Current administrative expenditure	73,900	63,700	85,000	63,700	0%	64,000	65,280
Postage / Telecommunications	109,212	171,685	135,425	122,425	-29%	103,560	105,631
Meeting expenses	-	-	-	-	-	-	-
Running costs in connection with operational activities	All Title 1 and Title 2 expenditures						
Information and publishing	-	-	-	-	-	-	-
Studies	-	-	-	-	-	-	-
Other infrastructure and operating expenditure <i>[Including cost related to the New Eurojust Premises Project]</i>	1,505,200	1,183,200	60,000	60,000	-95%	0	-
<i>Of which 'Ring fenced' budget</i>	<i>6,980,000</i>	<i>11,130,000</i>	-	-	<i>-100%</i>	-	-
Title 3 - Operational expenditure	8,387,127	8,586,674	9,650,092	10,832,254	26%	11,045,717	11,266,631
Meetings, seminars, trainings and representation	2,012,161	2,183,925	2,359,825	2,771,750	27%	2,610,890	2,663,108
Operational and experts missions	1,608,232	1,651,500	1,651,500	1,801,237	9%	1,862,248	1,899,493
Public relations and publications	163,272	165,500	378,500	386,000	133%	293,500	299,370
Data and documentation expenditures	2,988,970	2,571,649	3,496,867	3,678,867	43%	3,587,679	3,659,433
Translation case work	84,000	130,000	130,000	133,000	2%	130,000	132,600
EJN projects, meetings and representation expenses	379,446	416,000	460,000	460,000	11%	460,000	469,200
JSB meetings and representation expenses	26,253	31,000	30,400	30,400	-2%	30,400	31,008
JITs grants, meetings and representation expenses	1,050,000	1,362,100	1,058,000	1,500,000	10%	2,000,000	2,040,000
Genocide meetings and other expenses	74,793	75,000	85,000	71,000	-5%	71,000	72,420
TOTAL	43,493,467	48,689,237	39,625,508	38,606,737	-21%	41,589,183	42,647,092
<i>- Of which 'Ring fenced' budget of €18.4 million</i>	<i>6,980,000</i>	<i>1,830,000</i>	-	-	<i>-100%</i>	0	0
TOTAL 'Regular' Budget	36,513,467	46,859,237	39,625,508	38,606,737	-18%	41,589,183	42,647,092

Table 2 – Revenue

Revenues	2017	2018
	Revenues estimated by the agency	Budget Forecast
EU contribution	48,689,237	38,606,737
Other revenue	-	-
Total revenues	48,689,237	38,606,737

REVENUES	General Revenues						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Envisaged 2019	Envisaged 2020
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)	-	-	-	-	-	-	-
2 EU CONTRIBUTION	43,539,737	48,689,237	39,625,508	38,606,737	-21%	41,589,183	42,647,092
- Of which assigned revenues deriving from previous years 'surpluses	591,000	597,000	255,269	255,269	-57%	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	-	-	-	-	-	-	-
- Of which EEA/EFTA (excl. Switzerland)	-	-	-	-	-	-	-
- Of which candidate countries	-	-	-	-	-	-	-
4 OTHER CONTRIBUTIONS	202,243	-	-	-	-	-	-
- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)	-	-	-	-	-	-	-
- Of which additional EU funding stemming from delegation agreements (FFR Art.8)	202,243	-	-	-	-	-	-
5 ADMINISTRATIVE OPERATIONS	2,620	-	-	-	-	-	-
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	2,620	-	-	-	-	-	-
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	-	-	-	-	-	-
7 CORRECTION OF BUDGETARY IMBALANCES	-	-	-	-	-	-	-
TOTAL	43,744,600	48,689,237	39,625,508	38,606,737	-21%	41,589,183	42,647,092

Table 3 – Budget Outturn and cancellation of appropriations

Calculation Budget Outturn

Budget outturn	2014	2015	2016
Reserve from the previous years' surplus (+)	0	0	0
Revenue actually received (+)	33,898,594	33,872,939	43,744,600
Payments made (-)	-30,096,272	-30,109,211	-35,030,919
Carryover of appropriations (-)	-4,256,427	-3,700,127	-8,679,933
Cancellation of appropriations carried over (+)	533,911	525,194	205,113
Adjustment for carryover of assigned revenue appropriation from previous year (+)	517,146	9,701	16,766
Exchange rate differences (+/-)	-5,875	-846	-357
Adjustment for negative balance from previous year (-)			
TOTAL	591,077	597,650	255,269

Cancellation of appropriations

Cancellation of commitment appropriations: EUR 46,270

Cancellation of payment appropriations for the year: EUR 46,270

Cancellation of payment appropriations carried over: EUR 205,113 from C8; EUR 235 from C5

Justification

Budget outturn

The financial constraints in 2016 are seen in a higher budget execution rate of 99.89% (compared to 2015 99.86%)

The level of carry-over of appropriations however increased significantly (EUR 8,679,933 in 2016) compared to 2015. These are however justified for the following reasons:

- A high level of these commitments, EUR 4,867,483 are related to orders of services/ equipment for the new premises which will not be completed/delivered or invoiced until Eurojust takes receipt of the building (delayed from December 2016 to March 2017);
- An amount of EUR 559,042 for JITs grants is carried forward in accordance with the provisions for differentiated appropriations (which Eurojust uses for JITs Grants for the first time in 2016); the corresponding payment appropriations are also carried forward.
- With the delay in the delivery of the new premises announced in Q4, appropriations allocated for security and facilities for the building not required (postponed to 2017). These funds were allocated to ICT projects foreseen inter alia in the Annual Work Programme/ICT Strategy which had been de-prioritised due to budgetary constraints earlier in the year when the building project was on schedule.

Cancellation of appropriations

2016 C1: EUR 46,270

Cancellation of commitment and payment appropriations continue to decrease in absolute and relative terms. In 2016 these cancellations totalled EUR €46,270.10 (€2,252.3 lower than in 2015) and represent only 0.11% of the total budget. Unused commitment appropriations were mostly a result of de-commitments in missions due to revised estimation of mission reimbursements, and some unused amounts in security and other expenditures on buildings.

2015 C8: EUR 205,112.65:

The cancellation of amounts carried forward has decreased significantly from EUR 525,193.86 (2015) to EUR 205,112.65 (2016) (from 12.37% of total automatic carryovers to 5.57%).

Cancellations of carry forwards to 2016 were due to a low budget implementation of ICT projects and consultancy, missions reimbursements, rent costs (part of which are only calculated retroactively by the Host State the following year), training reimbursements, and other minor areas.

The level of cancellations of 2016 and carried forward 2015 payment appropriations were only 0.75%, which is significantly less than the Commission's penalty threshold of 5%.

Annex III-A Human Resources (Quantitative) – Staff population and its evolution. Overview of all categories of staff

Staff Population		Actually filled as of 31.12.2015	Authorised under EU budget 2016 ²	Actually filled as of 31.12.2016 ³	Authorised under EU budget for year 2017 ²	Authorised budget for year 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	71	83	70	93	96	96	96
	AST	129	120	126	115	113	121	121
	AST/SC	0	0	0	0	0	0	0
Total¹		200	203	196	208	209	217	217

CA GF IV	7	5	15	5	7	8	8
CA GF III	7	6	11	8,5	8	7	7
CA GF II	8,5	11	5	11	7,5	1	1
CA GF I	0	1	0	0	0	0	0
Total CA⁴	22,5	23	31	24,5	22,5	16	16
SNE ⁵	23	35	21	21	21	21	21
<i>Structural service providers⁶</i>	8,26	8	8,09	8	4,5	4,5	4,5
TOTAL	253,76	269	256,09	261,5	257	258,5	258,5
<i>External staff for occasional replacement⁷</i>	8		8				

¹Headcounts

²As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE)

³Offer letters sent are counted as posts filled. By 31 December 2016 3 offer letters have been sent in relation to a vacant post.

⁴FTE

⁵FTE

⁶Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology.

The following general criteria should be fulfilled: 1) no individual contract with Eurojust; 2) on Eurojust premises, usually with a PC and desk;

3) administratively followed by Eurojust (badge, etc.) and 4) contributing to the value added of Eurojust.

⁷FTE

Annex III-B Human Resources (Qualitative)

Annex III. Table 2 - Multi-annual staff policy plan 2018 – 2020

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31.12.2016		Modifications in year 2016 in application of flexibility rule		Establishment plan in voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in voted EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16	0		0		0		0		0		0		0		0	
AD 15	0		0		0		0		0		0		0		0	
AD 14	0	1	0	0	0		0	1	0	1	0	1	0	1	0	1
AD 13	0	1	0	1	0		0	1	0	1	0	1	0	1	0	1
AD 12	0		0		0		0		0		0		0		0	
AD 11	0		0		0		0		0	3	0	3	0	5	0	5
AD 10	0	9	0	6	0		0	9	0	6	0	8	0	12	0	12
AD 9	0	8	0	8	0		0	10	0	10	0	13	0	22	0	22
AD 8	0	22	0	18	0		0	26	0	26	0	30	0	21	0	21
AD 7	0	27	0	9	0		0	30	0	30	0	32	0	31	0	31
AD 6	0	12	0	25	0		0	12	0	12	0	5	0	3	0	3
AD 5	0	3	0	3	0		0	4	0	4	0	3	0		0	
Total AD	0	83	0	70	0	0	0	93	0	93	0	96	0	96	0	96
AST 11	0		0		0		0		0		0		0		0	
AST 10	0		0		0		0		0		0		0		0	
AST 9	0	1	0	1	0		0	1	0	1	0	1	0	1	0	1
AST 8	0		0		0		0		0		0		0		0	
AST 7	0		0		0		0		0		0		0	1	0	1
AST 6	0	2	0	1	0		0	3	0	3	0	4	0	5	0	5
AST 5	0	19	0	9	0		0	24	0	24	0	34	0	52	0	52
AST 4	0	62	0	42	0		0	54	0	54	0	51	0	51	0	51
AST 3	0	25	0	38	0		0	22	0	22	0	17	0	11	0	11
AST 2	0	11	0	33	0		0	11	0	11	0	6	0		0	
AST 1	0		0	2	0		0		0		0		0		0	
Total AST	0	120	0	126	0	0	0	115	0	115	0	113	0	121	0	121
AST/SC 1	0		0		0		0		0		0		0		0	
AST/SC 2	0		0		0		0		0		0		0		0	
AST/SC 3	0		0		0		0		0		0		0		0	
AST/SC 4	0		0		0		0		0		0		0		0	
AST/SC 5	0		0		0		0		0		0		0		0	
AST/SC 6	0		0		0		0		0		0		0		0	
Total AST/SC	0		0		0		0		0		0		0		0	
TOTAL	0	203	0	196	0	0	0	208	0	208	0	209	0	217	0	217

Annex IV

Annex IV-A Recruitment Policy

The engagement and use of Temporary and Contract Agents, and procedures for their recruitment and selection, are laid down in the respective implementing rules and policies adopted by Eurojust. The aim of selection procedures is to recruit staff that best fit the job profile in a timely and transparent manner.

In 2017, Eurojust will adopt a new recruitment policy taking into account the new implementing rules on engagement and use of temporary agents 2f, contract agents and middle management.

Temporary agents

Entry grades

Temporary agents, who will take up long-term positions, will, as a rule, be recruited at the levels indicated below, in order to permit a long term career perspective:

- AST/SC 1 to AST/SC 2 for function group AST/SC;
- AST1 to AST4 for function group AST;
- AD5 to AD8 for the function group AD.

Temporary Agents for managerial positions at the level of Head of Unit are normally recruited at the level of AD9. Any engagement at a level above AD9 must be justified.

In all cases, and before publishing any posts, all options are carefully evaluated in order to match function grade and responsibilities appropriately. An internal publication is launched prior to any external publication.

The diagram below shows the type of key functions and the respective entry grades:

AD		AST	
16			
15			
14	Administrative Director	11	
13	Head of Operational Support	10	Senior Assistant
12		9	Assistants
11		8	
10		7	
9	Head of Unit	6	
8	Administrator	5	
7		4	
6		3	
5		2	
		1	

Temporary Agents on long term employment

Temporary Agents on long term employment (Art. 2(f) CEOS) may be offered a fixed-term contract of up to 5 years. The criteria for identification of long-term posts are the following:

- Posts covering tasks of a permanent nature as resulting from the mandate and business plan of the Agency;
- Posts ensuring continuous expertise in a specific field.

The first renewal may be for up to 5 years. Any subsequent renewal is for indefinite period. The general considerations that are taken into account for contract renewal include:

- confirmation of Eurojust' future human resources allocation by the Budgetary Authority;
- the requirement for the specific post;
- an examination of the specific competences of the jobholder, and
- a review of the performance of the staff member.

Temporary Agents on short term employment

The Administrative Director is employed on a short-term contract with a fixed period not exceeding five years with a possibility of one renewal for another fixed period not exceeding five years.

The post of European Judicial Network Secretary is a short-term contract with a fixed period of four years. The contract may be renewed only once for an additional four years with no possibility of becoming indefinite.

Contract agents

Contract Agents are employed for short/medium term needs. The criteria used to identify the need to recruit/maintain such category of staff are the following:

- Reinforcement of existing capacities in support functions when necessary;
- To work on specific, time-limited projects;
- To fill gaps during long-term absences of Temporary Agents;
- Exceptionally, to reinforce capacities in areas of work where a specific competence profile is needed for a limited time period.

Contract Agents may be offered a fixed-term contract of up to 5 years. Their contracts may be renewed for a second fixed-term period, not exceeding five years. Any subsequent renewal for an indefinite duration is exceptional. The diagram below shows the type of key functions and the respective entry grades:

CA	
FG IV	Administrative, advisory, specialist and equivalent technical tasks
FG III	Executive tasks, drafting, accountancy and other equivalent technical tasks
FG II	Clerical or secretarial tasks, office management and other equivalent tasks

Seconded national experts³¹

The use of Seconded National Experts (SNEs) at Eurojust is regulated by College Decision 2013-6 (08/10/2013) on the implementing arrangements for the secondment to Eurojust of national experts. SNEs are used for highly specialised positions at National Desks and in operational support areas.

SNEs working at the National Desks are selected and nominated by the home authorities. Their nomination is authorised by Eurojust who facilitated their arrival/departure.

SNEs working in the Administration are selected through a Selection Procedure similar to the one for TA and CA posts. Their contract length varies according to the needs of each position.

Structural service providers³²

A number of structural service providers are recruited in the Information Management Unit and the Corporate Services Unit to provide specific expertise in the development of key projects such as the New Premises Project.

An increase in the use of external service providers will be required for the new premises project throughout 2017-2018. In 2018 the use of external service providers should return to the normal levels. Framework contracts are being established with selected providers for a maximum period of 4 years.

Information Management Unit has recently outsourced the software development for Eurojust in view of post reductions. Thus structural service providers will continue to be on site for testing and commissioning in accordance with business needs.

Interim staff

Eurojust continues to limit its dependency on interim staff and uses them in exceptional cases only. Interims may provide administrative support at the National Desks where absences/vacancies have to be temporarily filled with specific language requirements. The contract length varies according to the needs of each position but the maximum contract length is one year.

Eurojust has a 2 year framework contract (2017-2019) with local Interim Agencies, with an automatic renewal of 2 years.

³¹ NB: SNEs are not employed by the agency.

³² NB: structural service providers are not employed by the agency.

Annex IV-B Appraisal of Performance and Reclassification/Promotion

Table 1 - Reclassification of temporary staff / promotion of officials

Category and grade	Staff in activity at 01.01.2015		How many staff members were promoted / reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13		1			
AD 12					
AD 11					
AD 10		4			
AD 9		7			
AD 8		15		5	4 years and 7.5 months
AD 7		11		4	4 years and 5 months
AD 6		26		4	4 years and 5 months
AD 5		8		2	4 years
Total AD	0	73	0	15	
AST 11					
AST 10					
AST 9		1			
AST 8					
AST 7					
AST 6					
AST 5		2			
AST 4		21		8	3 years and 11 months
AST 3		56		4	4 years and 10 months
AST 2		45		2	4 years and 4 months
AST 1		3			
Total AST	0	128	0	14	
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					
AST/SC 6					
Total AST/SC	0	0	0	0	
Total	0	201	0	29	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2015	How many staff members were promoted / reclassified in 2016	Average number of years in grade of reclassified/promoted staff members
CA IV	18		No CA staff were reclassified in 2016	N/A
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10			
	9			
	8			
CA II	7			
	6	0		
	5			
	4			
CA I	3			
	2			
	1			
Total		0		

Reclassification

The 2016 reclassification exercise was completed successfully in November 2016. The reclassification in the grades AST2 and AST3 is slower compared to the rates for career multiplication presented in Annex 1B of the Staff Regulations. This is due to the fact that eligible staff members that reached the threshold for reclassification had not successfully met their third language requirement by the time of the reclassification exercise. HR Development is actively supporting those staff members so that they can be considered eligible for the 2017 reclassification exercise.

As of 2017, Eurojust will apply the new implementing rule on reclassification for Temporary Agents and will also apply for the first time reclassification for Contract Agents.

Performance Appraisal

Eurojust appraises all staff annually. The annual performance appraisal exercise is conducted at the beginning of each year and the reference period runs from 01 January to 31 December of the year before. All staff members who were in active service for a continuous period of at least one

month during the reference period are appraised. Probationary staff are assessed in accordance with Articles 14 or 84 of CEOS.

The appraisal system aims to evaluate the staff member's efficiency, competencies and conduct in the service. In this 2016 appraisal exercise, the new Eurojust Competency framework was used in the assessment. The Eurojust Competency framework was recognised by both managers and staff, as a useful indicator for the conduct and competencies expected in their function. In addition it also helped managers steer staff performance in the desired direction.

The 8th annual performance appraisal exercise took place in 2016 and 99% completed appraisal reports were received by 31 December 2016.

The new implementing rule on appraisal was adopted by the Management Board in 2016. From 2017 the new appraisal system will apply.

Reclassification

A reclassification exercise is organized every year after the yearly performance appraisal exercise is completed. In 2016, the reclassification exercise was conducted with success and within the agreed timeframe set by Eurojust.

In 2016, Eurojust adopted the new decision on general implementing provisions regarding Article 54 and Article 87 (3) of the CEOS of the CEOS. The new rules enter into force from 2017 and will be applicable to both temporary agents and contract agents.

Annex IV-C Mobility Policy

Eurojust's Internal Mobility Policy has been adopted by Decision of the Administrative Director in October 2016. Mobility is open to all temporary or contract agents falling within the range of grades specified in the call. In the interests of efficiency, the procedure is simplified and includes a call for the expression of interest, an electronic application form and an interview with the hiring manager and a representative of the Human Resources Unit.

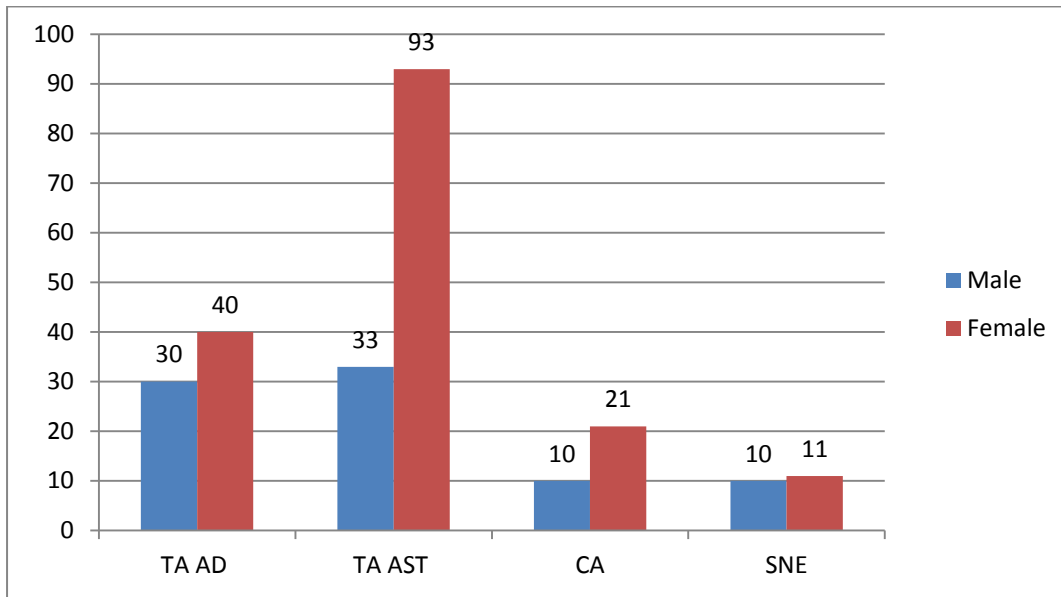
The contractual conditions of the successful candidate (grade, contract end date etc.) remain the same. Candidates must have been in their current post for at least two years and the internal mobility is implemented by a transfer in the interest of the service (Article 7(1) SR).

An internal mobility procedure is launched for all vacant Eurojust posts prior to external publication.

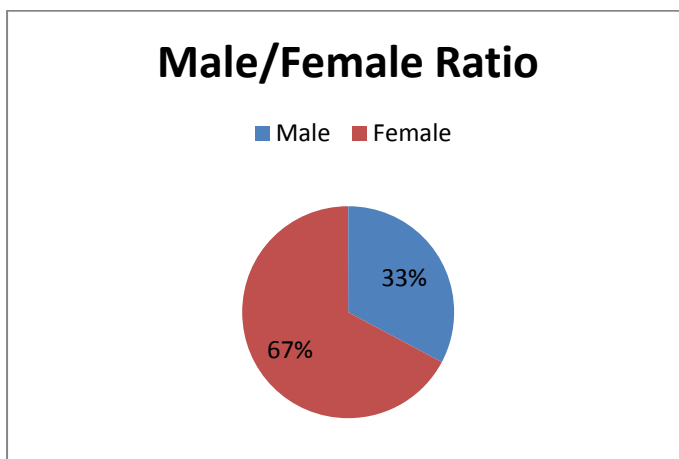
Posts filled in 2016				
<i>Staff are recruited from:</i>				
TA's				
Total	Public Sector	Agencies	Institutions	Private
4	2	1	0	1
CA's				
Total	Public Sector	Agencies	Institutions	Private
13	2	3	1	7
Total TA + CA				
Total	Public Sector	Agencies	Institutions	Private
17	4	4	1	8
100%	23.53%	23.53%	5.88%	47.06%

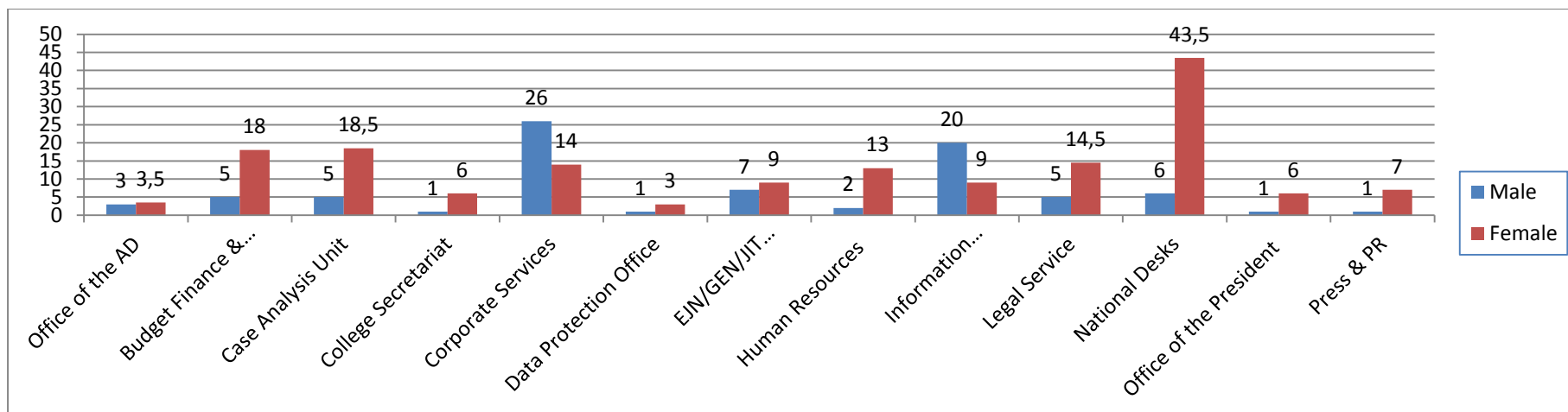
Annex IV-D Gender and Geographical Balance

The gender balance at Eurojust is characterised by a high percentage of females in AST functions as per the graph below:

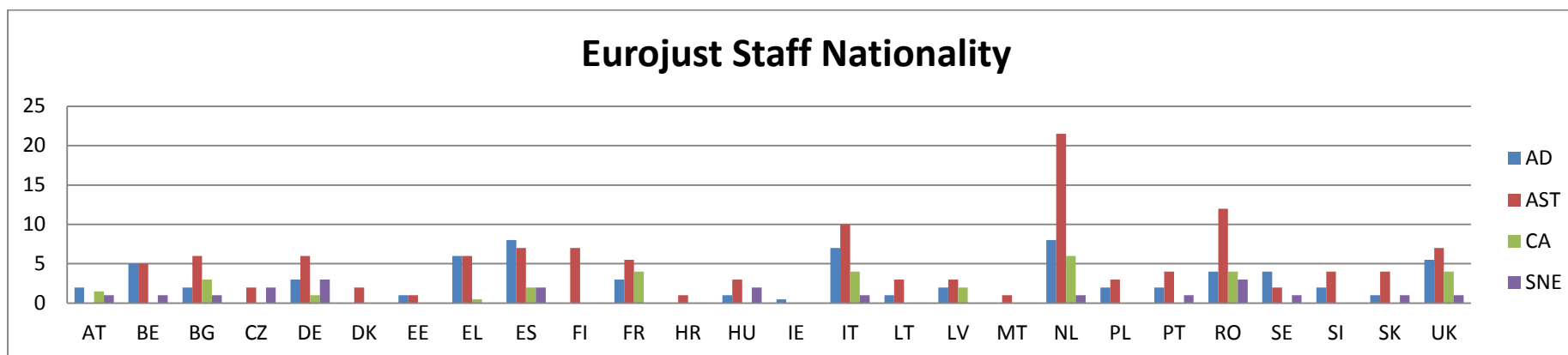


This discrepancy is explained by the structure and job profiles of each unit. Units with a high number of administrative assistants (e.g. National Desks) are predominantly staffed by women while in units with more technical roles (e.g. Corporate Services) the majority of employees are men. This is also reflected in the applications that Eurojust receives for published vacant posts. For administrative/secretarial posts the applications are predominately from females while for technical posts the candidates are mainly male. Eurojust strives to reduce this gender imbalance by encouraging, through the vacancy notice, male candidates to apply to Eurojust vacancies. The Recruitment sector will be advising the selection panels to give preference to male candidates to be invited for interviews should they score equally to female candidates. Eurojust will be publishing its vacancies through multiple channels such as online job portals. The increased visibility of Eurojust vacancies will hopefully lead to attracting more male candidates for assistant positions. The staff gender distribution in Eurojust in 2016 is shown below by unit and for the organisation as a whole.





The geographical breakdown of Eurojust staff by function can be seen below. Eurojust does not use nationality quotas when filling vacant posts. Since the agency is based in the Netherlands, Dutch employees are the most represented followed by Romanian, Italian and Spanish. Eurojust does not currently employ staff with Cypriot nationality.



Annex IV-E Schooling

The establishment of the European School of The Hague was agreed in 2011 and the school opened its doors to children in Nursery years 1 and 2 and Primary years 1 and 2 in school year 2012/2013. The setting-up of this school is gradual and the school sections are being offered according to the following timeline:

September 2012	Nursery (N1, N2) Primary (P1, P2)
September 2013	Primary (P3, P4, P5)
September 2014	secondary (S1, S2, S3)
September 2015	secondary (S4)
September 2016	secondary (S5)
September 2017	secondary (S6)
September 2018	secondary (S7)

The school is based in the International Zone within The Hague.

The School is an accredited European School which, although not forming part of the network of European Schools organised by the intergovernmental organisation 'The European Schools', still offers a European education that meets all the pedagogical requirements laid down for European Schools. It is set within the framework of the Dutch national school network and thus remains outside the legal, administrative and financial framework to which the European Schools are compulsorily subject.

When the school opened it started with three language sections: English, Dutch and Spanish. Since then there have been developments in the offerings of language sections. In September 2014 the school opened a German and a French Nursery class as well as a French Primary 1 & 2 class. The new sections are envisaged to grow every year. A Spanish language section is not foreseen in the secondary school programme and secondary classes were opened in the English, Dutch and French section. The children currently in the primary classes of the Spanish section will integrate into these language sections.

For the school year 2016-2017, 76 children of Eurojust Staff have been registered in the school. In addition, 17 children of SNE's and National Members have enrolled.

The Mandate and Service agreement between the Commission and the European School was signed by Europol on 28 May 2014. The Contribution Agreement between the European School The Hague and the Commission was signed by the European School the Hague on 17 July 2014. Eurojust's estimates on the number of children of Eurojust staff that will attend the school are based on the actual circumstances of the staff. This estimate is further based on the gradually widening provision for the European School the Hague and a conservative extrapolation of actual situation of staff in the current 2015/16 school year, rather than an assumption all children will attend. This projection includes reductions for *inter alia* children residing outside of the Hague and Dutch nationals unlikely to use the European School, known withdrawals of children from the European School, children benefitting from school allowances of the organisations of the other parent and children for which there is currently no language stream at the European School. The final figure obtained is inflated by 1.5% in order to take into consideration children of future employees enrolling in the school. Based on the estimated number of children, Eurojust is making the necessary budgetary provisions for the reimbursement of the fees to the Commission as per the process explained in the MSA.

For the years 2018/2020 the forecasted number of children and related budget estimates are as follows:

SCHOOL YEAR	ESTIMATED NUMBER OF PUPILS	TOTAL BUDGET
2018/2019	89	€ 628,607
2019/2020	107	€ 826,141
2020/2021	113	€ 866,277

The European School adds to the education facilities currently provided in The Hague. Children of Eurojust staff currently attend the International School, the British School Netherlands, the French Lyceum, the German International School or the American School. Alternatively they may attend Dutch schools, based on parental choice. However, since the setting-up of the Accredited European School of The Hague and therefore the reduction of the education allowance, most of the international schooling possibilities became out of reach for the majority of the Eurojust staff.

Annex V Building Policy

	Name, location and type of building
Information to be provided per building:	New Premises, Johan de Witlaan 9 2517 JR The Hague The Netherlands
Surface area (in square metres) <i>Of which office space</i> <i>Of which non-office space</i>	18,548 m² <i>11,097 m²</i> <i>7,451 m²</i>
Annual rent (in EUR)	2,740,000 2,668,262 EUR (amount lease agreement + annual indexation as stated in Article 5 of the lease agreement)
Type and duration of rental contract	20 years, as of date of delivery
Host country grant or support	n.a.
Present value of the building	n.a.
Other comment	-Annex VI Service Level Agreement (part of lease agreement): In addition to the rent, the estimated annual cost for building maintenance is 624,910 EUR -Annex VI-I Supply of utilities (part of lease agreement): In addition to the rent, projected annual cost for gas, water and electricity EUR 480,775

Annex VI Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities /diplomatic status	Education / day care
<p>The privileges and immunities of the agency are based on the Seat Agreement between Eurojust and the Netherlands, the Agreement on Privileges and Immunities between Eurojust and the Netherlands and on Protocol No7 annexed to the EU Treaty.</p> <p>Within the scope of its official activities, Eurojust is exempt from: import taxes and duties, motor vehicle tax, tax on passenger motor vehicles and motorcycles, value added tax paid on goods and services supplied on a recurring basis or involving considerable expenditure, excise duties included in the price of alcoholic beverages and hydrocarbons such as fuel oils and motor fuels, real property transfer tax, insurance tax, energy tax, tax on water mains, and any other taxes or duties of a substantially similar character as the taxes provided for above.</p>	<p>The privileges and immunities of Eurojust post-holders are based on the Seat Agreement between Eurojust and the Netherlands, the Agreement on Privileges and Immunities between Eurojust and the Netherlands and on Protocol No7 annexed to the EU Treaty. Two different regimes apply:</p> <p>National Members, Deputies and Assistants as well as the Administrative Director and Heads of Units/Services and their family members are granted 'AO' status by the host state. This status provides for certain VAT exemptions, exemption from excise duties for alcoholic beverages, tobacco products and fuel.</p> <p>'AO' status also provides for exemption from tax on cars and motorcycles (BPM) as well as the road tax (MRB) for two cars registered on the post-holder's name at the same time.</p> <p>Other staff members, which are granted 'BO' status by the host state, are entitled to exemption from BPM and MRB for one car registered on their name during the first ten years from the date of taking up employment.</p> <p>'BO' status also grants an exemption from excise duties for motor vehicle fuel for the first 10 years of taken up employment at Eurojust.</p>	<p>Eurojust staff receives an education allowance regarding the school fees staff has to pay for the education of its children. Day-care or financial assistance for day-care costs is not provided as this is private matter of staff members.</p> <p>As courtesy of the Host State, Eurojust post holders may request the Dutch subsidy for the reimbursement of a percentage of day-care and after-school care costs of accredited centres.</p> <p>Eurojust reimburses in full the tuition fees of staff whose children are studying at the European school in The Hague.</p>

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities /diplomatic status	Education / day care
<p>The Host State authorities exercise, as far as it is within their competence, and to the extent requested by the Administrative Director on behalf of the College, the respective powers to ensure that the Headquarters is supplied, on fair conditions and on equitable terms, with the necessary services including, among others, electricity, water, sewerage, gas, post, telephone, telegraph, local transportation, drainage, collection of refuse, fire protection and snow removal from public streets.</p>	<p>Eurojust post-holders are exempted from VAT for the purchase of cars.</p> <p>For staff members with 'BO' status, this exemption applies only for one car at the same time during the first ten years of taking up employment.</p> <p>Eurojust post-holders enjoy an exemption from import duties for durable goods.</p> <p>For staff members with 'BO' status, this exemption only applies at the time of their first installation which has been defined as the first year after taking up employment.</p>	
<p>The Dutch Government shall permit Eurojust to communicate freely and without a need for special permission, for all official purposes, and shall protect the right of Eurojust to do so. Eurojust and its National Members shall have the right to use codes and to dispatch and receive official correspondence and other official communications by courier or in sealed bags which shall have the same privileges and immunities as diplomatic couriers and bags.</p>	<p>Additional exemptions include, inter alia, duties in relation to water authority charges, municipal tax on second homes, dog licences and tax for installations on public land or water.</p>	

Annex VII Evaluations

Article 41a of the Council Decision 2009/426/JHA on the strengthening of Eurojust required that the College of Eurojust shall commission an independent external evaluation of the implementation of the 2008 Eurojust Council Decision and the activities carried out by Eurojust every five years. In line with Article 41a, Eurojust appointed the consulting firm EY (formerly Ernst & Young) to conduct the independent external evaluation in July 2014.

The evaluation ran from September 2014 to June 2015 and was conducted in three sequential phases. The final phase of the evaluation was focused on processing and analysing the data collected and formulating conclusions and recommendations, which resulted in the EY Final Report on the Evaluation of the Eurojust Council Decision and the activities carried out by Eurojust, issued on 30 June 2015.

For the implementation of this Recommendations provided in this Report, the College of Eurojust approved the internal Action Plan at the end of 2015, which includes Actions to be put in place across the organisation during 2016 and 2017 for the evaluation of Eurojust under Article 41a of the Eurojust Council Decision.

In 2015, Eurojust set up an Action Plan for the implementation of the recommendations addressed to Eurojust in the context of the 6th round of mutual evaluation. Progress is monitored on a regular basis. In 2016, Eurojust continued to work on the implementation of activities and projects marked as high-level priorities and significant results were achieved in response to key recommendations. Remaining high-level priorities are currently ongoing or in the process of being completed.

During 2017, both Action plans have been updated and include forecast of the activities that would continue ongoing over 2018.

Annex VIII Risks

No.	Risk Title and Description	Risk Type	Residual Risk Level (1 lowest - 5 highest)	Risk Response (Avoid/Transfer/Reduce/Accept)	Action Plan Summary
1	Retention of staff	Internal	3	Reduce	<ul style="list-style-type: none"> • Endeavour that Eurojust remains a career organisation despite reductions in the establishment plan; • Ensure that annual reclassification exercises are used to the appropriate extent. • Ensure that Eurojust is an ethical harassment-free workplace.
2	JITs funding	External	3	Reduce	<ul style="list-style-type: none"> • Further improve the methodology used for forecasting of the JITs' demand for future funding.
3	Case load	External	3	Reduce	<ul style="list-style-type: none"> • Mitigate through intensified priority planning by the College the resource constraints resulting from an increase of the number of cases referred to Eurojust by the competent authorities of the Member States due to new criminal phenomena such as e.g. cybercrime, illegal immigrant smuggling or the increased need to reinforce the responses in counter terrorism

Annex IX Procurement Plan for 2018

In 2018, Eurojust estimates that the global budgetary envelope³³ reserved for procurement will be approximately 40-45% of Eurojust's overall expenditure. Within the global budgetary envelope reserved for procurement, Eurojust purchases its goods and services via procurement channels as appropriate, mostly via framework contracts. As of December 2017, Eurojust has 153 active contracts.

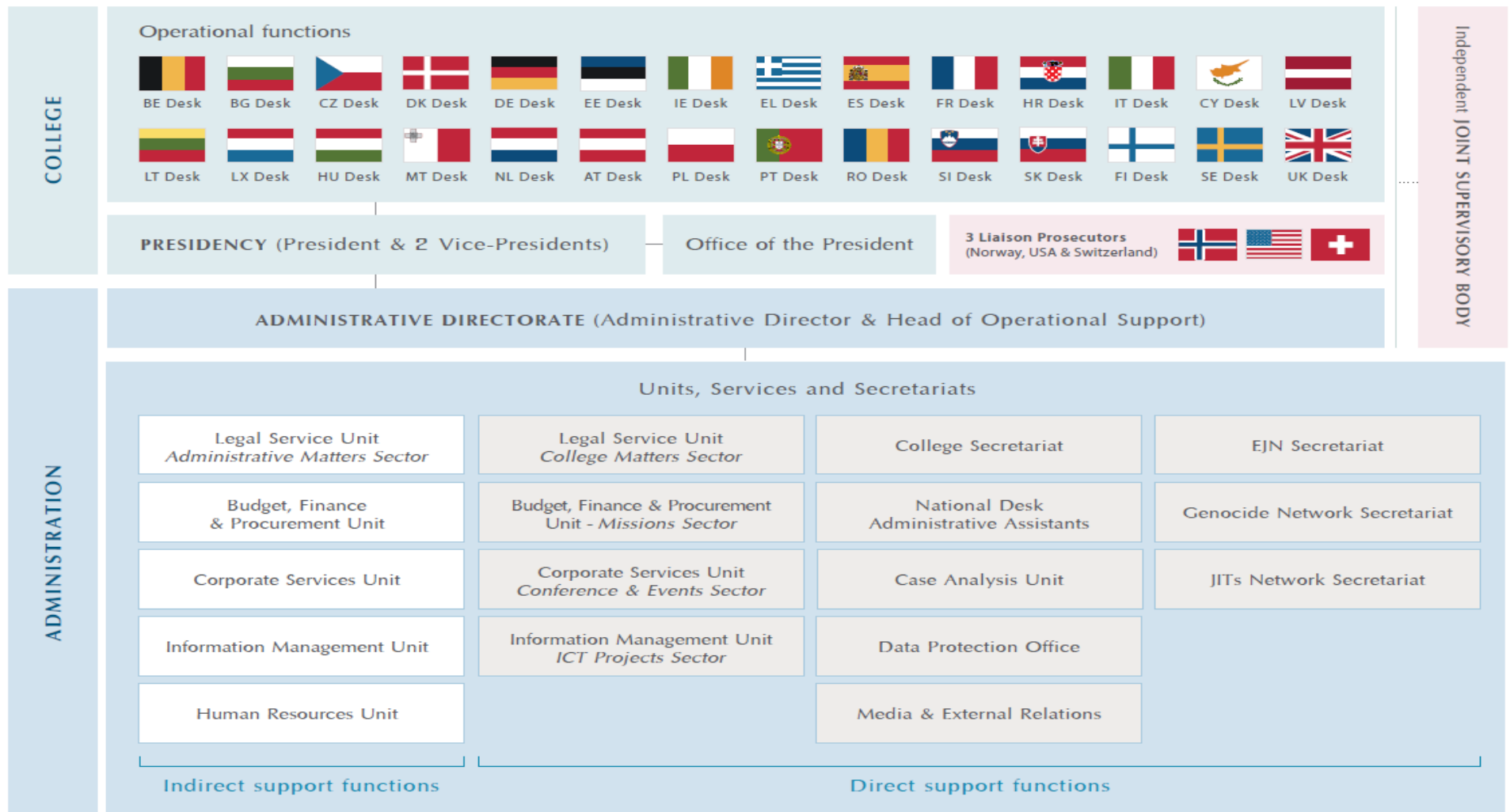
Indicative list of the major procurement initiatives in terms type of contracts and subject in generic terms	Indicative estimated value of the contract (for the whole contract duration) ³⁴	Indicative time for launching the procurement procedures ³⁵
Specific contracts under Eurojust's active framework contracts and contracts resulting from low value procurement procedures. These contracts are meant to cover the ongoing administrative and operational needs	As necessary and within to the allocated funds	Contracts spread over 2018
Promotional Materials	0.5M	Q2 / Q3 2018
Evaluation of Eurojust	0.2M	Q4 2018 / Q1 2019
Print and electronic subscriptions	0.3M	Q4 2018 / Q1 2019
Global Reference Solutions Database	0.2M	Q1 / Q2 2018
Framework contracts resulting from inter-institutional calls for tenders or from joint procurement procedures with a Member State or an international organisation	As applicable and according to the estimated needs for the (framework) contract duration	Depends on the leading contracting authority

³³ Cumulated changes to the allocations to the specific actions not exceeding 20% of the maximum contribution authorised by this Decision are not considered to be substantial provided that they do not significantly affect the nature and objective of the Annual Work Programme. This may include the increase of the maximum contribution authorised by this Decision up to 20%.

³⁴ The amounts presented reflect the estimated value of the contract over the envisaged maximum contract duration (for example the total value of the framework contract for 4 years). The estimated values might change until the launch of the procedure as the needs will be more accurately defined.

³⁵ The term "indicative time for launch" refers to the placement of specific contract (in case of specific contracts under the active framework contracts), dispatch of the invitation to tender/ contract notice (in case of new direct / framework contracts).

Annex X Organisation Chart (valid until 31.12.2016)



* Analytical information related to the organisational chart is provided in the following pages

DIRECT SUPPORT FUNCTIONS

ADMINISTRATION DIRECT SUPPORT

Administrative Directorate
2 TA

Office of the President
5 TA & 1 CA

Direct support to Administrative
Director & Head of Operational
Support – 4.5 TA

Data Protection Office
4 TA

Press & PR
5 TA

National Desk Administrative
Assistants
28 TA & 7.5 CA

College Secretariat
7 TA

Information Management Unit
ICT Projects Sector
8 TA

Case Analysis
22 TA & 0.5 CA

Corporate Services Unit
Conferences & Events Sector
8 TA & 1 CA

European Judicial Network
Secretariat
5 TA & 1 CA

Genocide Network Secretariat
1.5 TA & 0.5 CA

Joint Investigation Teams Network
Secretariat
2.5 TA & 1.5 CA

Budget, Finance & Procurement Unit
Missions Sector
2 TA & 1 CA

Legal Services Unit
College Matters Sector
12 TA

116.5 Temporary Agents
14 Contract Agents
21 Seconded National Experts

ADMINISTRATION INDIRECT SUPPORT

INDIRECT SUPPORT FUNCTIONS

Human Resources Unit
14 TA & 2 CA

Corporate Services Unit
25 TA & 6 CA

Information Management Unit
18 TA & 3 CA

Budget, Finance & Procurement Unit
16 TA & 4 CA

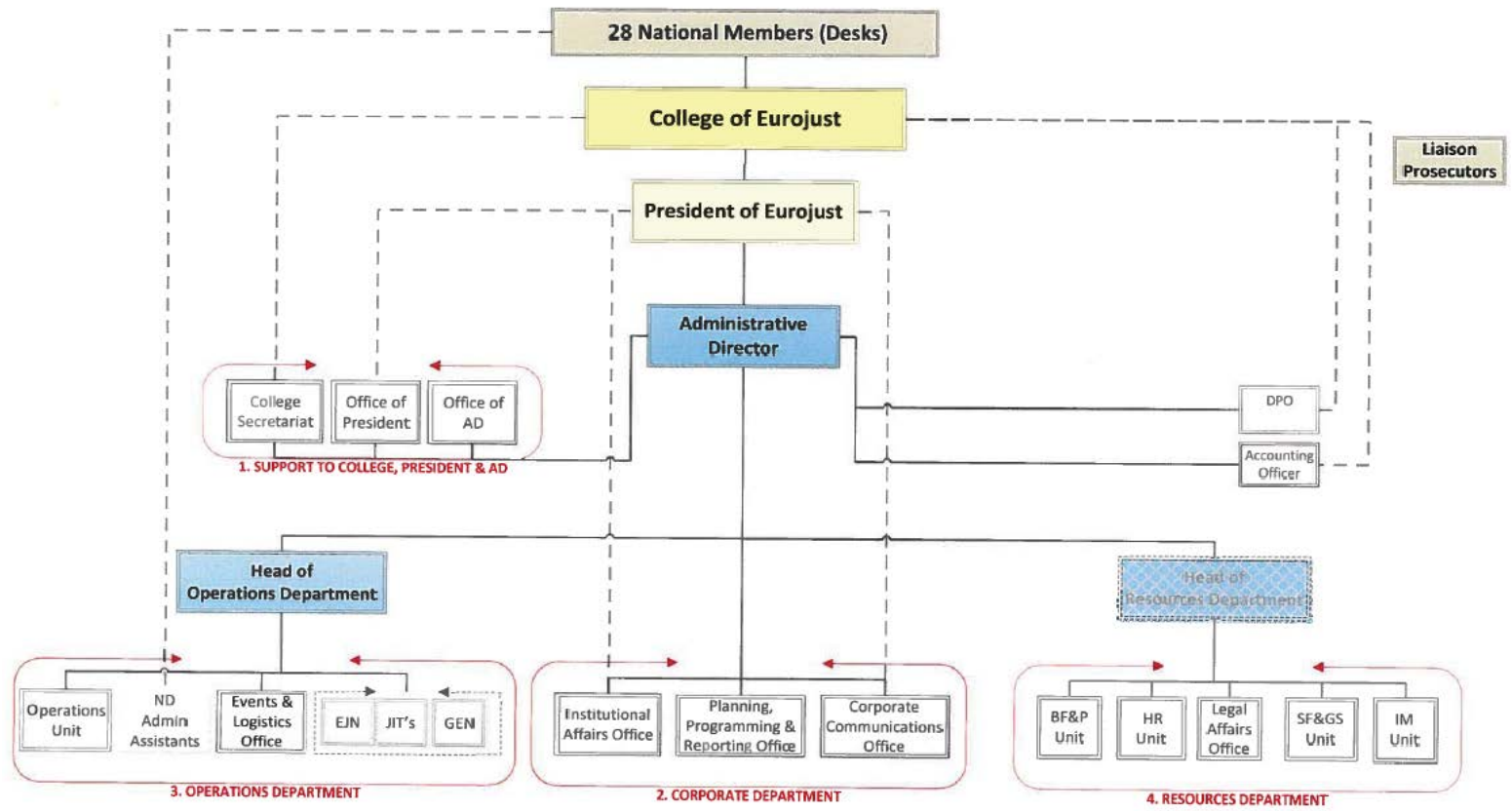
Legal Services Unit
Administrative Matters Sector
6.5 TA & 2 CA

Vacant positions on 31 December 2016:

1. AD14 Administrative Director
2. AD8 Senior Advisor to the Administrative Director
3. AD6 Head of Sector Procurement
4. AST3 ICT Business Analyst
5. AST3 Administrative Assistant
6. AST2 General Services Operative
7. AST2 Events Organizer

79.5 Temporary Agents
17 Contract Agents

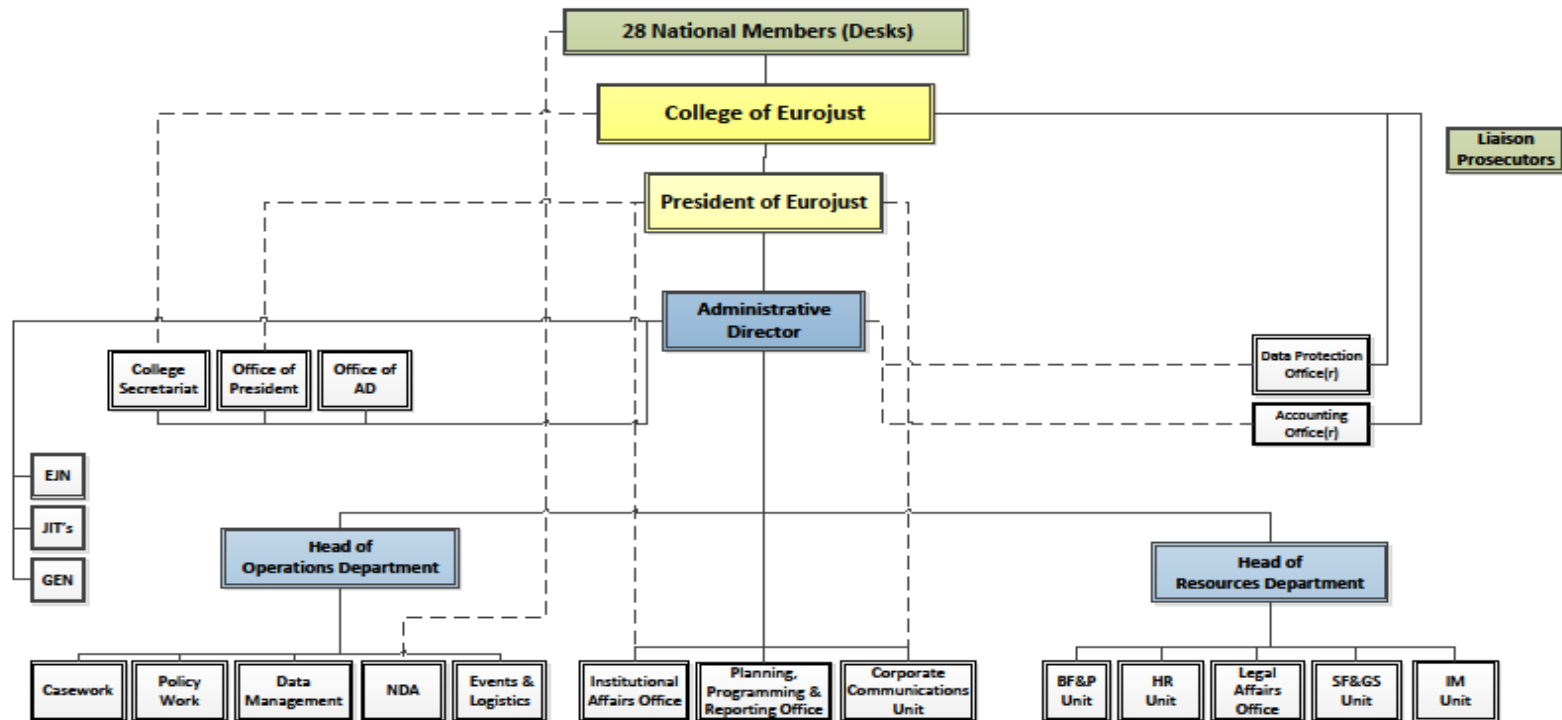
Annex XI New organisational structure 2017 (valid as of 01.01.2017)



HIGH LEVEL ORGANISATION CHART – ADMINISTRATION OF EUROJUST

15/12/2016

Annex XII New organisational structure 2018 (from Q2 2018 onwards)



Annex I - ORGANISATION CHART – ADMINISTRATION OF EUROJUST

01/09/2017

Annex XIII Eurojust Grants

Grants pertaining to financial assistance to joint investigation teams

a. Legal Context and General Objectives

Providing technical and financial support to JITs is part of Eurojust's mission to stimulate and improve the coordination of investigations and prosecutions in cross-border criminal cases, as defined in Article 3 of Council Decision 2002/187/JHA of 28 February 2002 as last amended by Council Decision 2009/426/JHA of 16 December 2009 (the 'Decision on Eurojust'). The relevant budget line for this activity is BL 3720.

According to Article 13(5) of the Decision on Eurojust, Eurojust National Members are informed of the establishment of a JIT and the results of the work of such teams and, according to Article 9f, they shall be entitled to participate in JITs concerning their own Member State and should be invited to do so each time the JIT benefits from EU funding (Article 9f).

JITs are a heavily promoted and efficient judicial cooperation tool. These grants enhance the use of JITs by ensuring that financial and other organisational constraints linked to the cross-border nature of a case do not hinder the establishment and operational needs of a JIT. A further benefit comes from the ability of Eurojust, through its involvement in JITs and funding applications, to gain valuable information on the operation, needs and effectiveness of JITs as a whole. This information enables Eurojust to act as a central point of reference and to actively disseminate valuable feedback to national authorities and other stakeholders.

b. Action Grants

The grants provided under this heading co-finance cross-border investigative activities of JITs.

An overview of the exclusion, eligibility, selection and award criteria is provided below and will be further detailed in the calls for proposals. Eurojust reserves the right to modify, add or remove the below criteria if it considers such action necessary.

Type of action	Grant award for an action.
Financial provisions	<ul style="list-style-type: none">• Eurojust will financially support JITs with a projected total amount of EUR 1 442 000• A ceiling of EUR 50 000 has been set for each application• No pre-financing payments will be available• Eurojust will reimburse 95% of the total eligible costs under this procedure
Timetable	Eight calls are currently foreseen for 2018 (one every 1,5 months).
Main selection criteria	<p>In accordance with Article 132(1) of the General Financial Regulation and Article 202 of the Rules of Application, proposals for action grants that meet the eligibility criteria will be further evaluated on the basis of the following selection criteria:</p> <ul style="list-style-type: none">• The applicant's operational and professional competency and capacity to implement JIT activities

<p>Formal requirements</p>	<p>All applications received within the relevant application deadline will initially be assessed by Eurojust according to the following formal requirements:</p> <ul style="list-style-type: none"> • completed application submitted via the appropriate medium; • copy of the signed JIT agreement (edited to exclude any identifying data), including possible extensions (unless a copy of the signed JIT agreement and an extension covering the action period of this call for proposals have already been provided in a previous application); • completed Financial Identification Form of a public institution of a State involved in the JIT (unless the application identifies at least one bank account of a public institution of a State involved in the JIT that is already known and acknowledged by Eurojust); • deadline for receipt of the application has been respected; • action for which the funding is sought is to be executed during the corresponding timeframe; • only one application for the same JIT to be submitted within one application deadline; and • a JIT that received funding within the framework of a call for proposals cannot apply for funding in the call for proposals that immediately follows (unless the application relates to exceptional urgent actions that do not overlap with the already awarded actions and could not have been anticipated in the framework of the previous application).
<p>Award criteria</p>	<p>Eligible applications will be evaluated and ranked, taking into account the following award criteria:</p> <p>(1) investigation of a terrorist offence and/or of a crime identified as a priority in the Council conclusions on setting the EU's priorities for the fight against organised and serious international crime between 2018 and 2021;</p> <p>(2) number of States involved;</p> <p>(3) number of previous successful applications submitted to Eurojust by the JIT;</p> <p>(4) execution rate of previous grants awarded by Eurojust, if applicable;</p> <p>(5) complexity of the JIT; and</p> <p>(6) purpose of the actions and justification of estimates.</p> <p>A maximum of 10 points can be awarded for each criterion. Proposals attaining an individual score of 2 points or less for criteria 5 and 6 will not be considered for the award of a grant.</p>
<p>Actions to be supported</p>	<p>Through these grants, Eurojust provides support to the following actions:</p> <ul style="list-style-type: none"> • meetings of the JIT, participation in investigative measures carried out in the territory of another State, • interpretation during activities of the JIT, including during investigative measures and translation of evidentiary material, procedural or case-related documents, and • cross-border transfer of seized items, evidentiary material, or procedural or case-related documents. <p>Eligible costs related to these actions are the following:</p> <ul style="list-style-type: none"> • travel and accommodation costs, • interpretation and translation costs, and • transport costs. <p>Logistical support will also be provided through the loan of equipment (mobile telephones with communication costs included, laptops, mobile scanners and printers) for the duration of the JIT, including possible extensions.</p>

Grants pertaining to Regional and National Meetings of the European Judicial Network Contact Points

Legal Context and General Objectives

The Annual Work Programme of the EJM Secretariat for 2018 foresees the possibility of financial assistance to the organisation of national and regional meetings.

Article 4(1) of the Council Decision 2008/976/JHA of 16 December 2008 on the European Judicial Network provides for that the contact points may travel to meet other Member States contact points.

The regional meetings of the EJM Contact Points are organised to help focus on problems that have a particular regional character, following the Vision Paper adopted during the 25th Plenary Meeting of the EJM contact points in Rovaniemi on 1 December 2006.³⁶

The term “regional” in this context should not be construed in a narrow geographical sense. EJM regional meetings may be organised by the Member States regardless of their geographic proximity or distance. Therefore, countries involved in the meetings do not necessarily have to be neighbouring States and third States might also participate.

The national meetings of the EJM Contact Points are included in the Conclusions of the 35th Plenary of the EJM of 28-30 November 2010.

The Member States are encouraged to provide support to their EJM Contact Points to organise regularly, at least once each year, working meetings between themselves and between themselves and the national judicial networks in criminal matters, where applicable.

The EJM Contact Points participating in these meetings are encouraged to provide information to the EJM Secretariat so that this information can be included in the Bi-Annual Report to the European Parliament, the Council and the Commission on its activities and management.

Information about the procedure on application for the financial assistance for the organisation of regional and national meetings is provided for in the *Guidelines on the European Judicial Network meetings*³⁷, approved by the EJM on 16 February 2016.

a. Action Grants

The grants provided under this heading shall co-finance EJM regional and national meetings organised by a Member State.

An overview of the exclusion, eligibility, selection and award criteria is provided below and will be further detailed in the call for proposals:

Type of action	Grant award for a meeting of EJM Contact Points
Financial provisions	The EJM will provide for financial support of EJM regional and national meetings up to a maximum of 95% of the eligible organisational costs (a maximum of EUR 5 000 per meeting). The foreseen total budget in 2018 for these grants is EUR 30 000. No pre-financing payments will be available.
Timetable	Publishing the call for proposals is foreseen for January.
Main selection criteria	The selection criteria should enable assessment of the applicant’s ability to complete the proposed action or EJM work programme.

³⁶ Document 16444/06 EJM 28.

³⁷ EJM/2016/4 of 16 February 2016.

	The application for financial assistance must be submitted by an EJN contact point in his/her professional capacity to demonstrate the professional competencies required to organise the meeting.
Formal requirements	<p>To be considered eligible, the application must contain the following points:</p> <ul style="list-style-type: none"> a) Application submitted by the EJN Contact Point from the Member State(s) organising the meeting; b) Written description of the purpose of the meeting and a draft agenda; c) Information about the participating Member States (and/or third States), estimated number of participants, and provisional venue of the meeting; d) Estimated date of the meeting; e) Budget estimate form; f) Regional meetings must be organised with EJN Contact Points of no less than: three (3) Member States, or two (2) Member States and one (1) third State.
Award criteria	<p>The award criteria will be published in the call for proposals. Applications will be evaluated and points awarded in accordance with the award criteria.</p> <p>The topic of the meetings must contribute to the implementation of one or more of the following goals:</p> <ul style="list-style-type: none"> a) To exchange information and best practice in judicial cooperation; b) To promote the work of the EJN in the participating States; c) To promote the use of and training on the EJN website in the participating States; d) To increase networking among the judiciary in the participating States, and between the EJN Contact Points and the internal structures of the EJN in the participating States; e) To increase mutual information exchange about current legislative and institutional matters in the participating States, particularly in the field of criminal law and judicial cooperation in criminal matters; f) To find solutions to difficulties arising from the implementation of EU instruments on judicial cooperation in criminal matters at regional or national level. <p>An appointed evaluation committee will make recommendations to the Authorising Officer on the award decision. The Authorising Officer will provide an award decision, which will be adopted shortly after the evaluation. The successful Member States (beneficiaries) will be notified by the EJN Secretariat.</p>
Actions to be supported	The EJN Secretariat will provide financial support up to a maximum of 95% of the eligible organisational costs of EJN regional meetings (organised for the EJN Contact Points of at least three Member States or two Member States and a third State) and of EJN national meetings (organised for EJN Contact Points of one Member State), with a maximum of EUR 5 000 per meeting.



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