



EUROJUST

Multi-Annual Strategy

2016 -2018

*Towards developing and enhancing
judicial cooperation, coordination and mutual trust
in the European Union*

Introduction

Eurojust is successfully supporting the Member States in the fight against serious cross-border crime. The experience gained over its 12 years of existence has been of significant added value to national authorities when dealing with transnational mutual legal assistance requests, the application of mutual recognition instruments and the coordination of criminal cases.

Eurojust is now entering a crucial phase of development: the adoption of a Regulation on Eurojust and the establishment of a European Public Prosecutor's Office are expected to take place. Eurojust's Multi-Annual Strategy 2016-2018 sets out the direction Eurojust will take in light of these challenges, and reconciles the need to continue to strengthen its operational capacities while adapting to a changing environment.

Eurojust's Multi-Annual Strategy covers the period 2016-2018 and is intended to be a flexible and future-oriented tool supporting the development of Eurojust.

The Multi-Annual Strategy 2016-2018 identifies three strategic goals related to operational work, strategic work and organisational development.

The strategic goals will be achieved over three years and will be detailed in the respective Annual Work Programmes. Key Performance Indicators included in the Annual Work Programmes will allow monitoring and reporting on achievements.

The Multi-Annual Strategy also supports other key elements in the planning process, such as the Multi-Annual Staff Policy Plan, the Establishment Plans and the Budgets for 2016, 2017 and 2018. The Eurojust Annual Report and the Annual Activity Report of the Administrative Director will provide an overview of the results.

Mission and Vision of Eurojust

Our Mission - why is Eurojust here?

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

Our Vision - where does Eurojust want to go?

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 organised serious cross-border crime and terrorism and to ensure respect for the Rule of Law.

Eurojust will achieve this by:

- ▶ Functioning as the centre for operational judicial expertise 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;
- ▶ 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;
- ▶ Acting coherently and complementarily to other agencies and bodies of the European Union, to contribute in the development of the European Area of Freedom, Security and Justice; and
- ▶ Continuing to develop and be recognised as an effective, efficient, highly professional, client-oriented and flexible organisation.

Key influencing factors 2016-2018

Eurojust is subject to external and internal factors and key developments with the potential to affect its work in the years 2016-2018. A non-exhaustive list is outlined below.

Key external factors and developments:

- a) The adoption of a Regulation on Eurojust;
- b) The adoption of a Regulation establishing the European Public Prosecutor's Office;
- c) The possible adoption of a new European Union Data Protection Package;
- d) The adoption by the European Council of Strategic Guidelines for legislative and operational planning within the Area of Freedom, Security and Justice for 2014-2019 and the related Communications from the European Commission of 11 March 2014;
- e) The effect on Eurojust of the streamlining of the External Action of the European Union;
- f) The adoption of the Multi-Annual Financial Framework of the European Union 2014-2020;
- g) Changes in the legal framework of other agencies and bodies of the European Union in the Area of Freedom, Security and Justice;
- h) The adoption of new legislative instruments at European Union level in the area of judicial cooperation in criminal matters;
- i) The possible adoption of an updated Internal Security Strategy of the European Union;
- j) The implementation of operational priorities set within the European Union policy cycle for organised and serious international crime for 2014-2017 and the adoption of the new priorities for 2018-2021 and their implementation within the framework of the European Multidisciplinary Platform Against Criminal Threats (EMPACT);

- k) Emerging forms of crime requiring a response at European Union level;
- l) The 7th round of mutual evaluations devoted to the practical implementation and operation of the European policies on prevention and combating cybercrime; and
- m) New demands for operational support from the Member States.

Key internal factors and developments:

- a) The timely internal preparation and response of Eurojust to legislative changes;
- b) The impact at Eurojust of the results of the 6th round of mutual evaluations on the implementation of the Eurojust Council Decision and further steps of the Member States into its full implementation until a new Regulation on Eurojust enters into force;
- c) The results of the Evaluation of Eurojust under Article 41a of the Eurojust Council Decision;
- d) The transition period before moving and the relocation to the new premises for Eurojust;
- e) Decisions on allocation of budgetary and human resources in a changing environment; and
- f) The effect on Eurojust of developments in cooperation with partners and stakeholders.

Strategic goals and objectives 2016-2018

During the period 2016-2018, Eurojust will have three main strategic goals:

Goal 1 - Operational work

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.

Goal 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.

Goal 3 - Organisational development

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

Goal 1 - Operational work	
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	
Strategic objectives	
1.1.	Strengthen the position of Eurojust as the centre for operational judicial cooperation and coordination by
1.1.1.	Encouraging the referral of complex cross-border crime cases and relevant case-related information to Eurojust and offering operational and legal expertise, in particular on judicial cooperation and mutual recognition instruments such as Mutual Legal Assistance, the European Arrest Warrant, the European Investigation Order and joint investigation teams;
1.1.2.	Making full use of the possibilities offered by the Eurojust National Coordination Systems in the Member States.

1.2.	Provide dynamic and quality support to national authorities on judicial cooperation and coordination by
1.2.1.	Enhancing Eurojust's capabilities to provide an excellent response to requests for judicial cooperation and coordination;
1.2.2.	Facilitating operationally, financially and logistically the organisation of effective coordination meetings and judicial coordination centres providing follow-up support expeditiously;
1.2.3.	Promoting, financing and supporting the use of joint investigation teams;
1.2.4.	Developing mechanisms to share experience and best practice in effective casework handling and to provide operational feedback.
1.3.	Contribute to the European Union policy cycle for organised and serious international crime at operational level by
1.3.1.	Supporting the operational priorities of the European Union and reporting on their effect on Eurojust's operational work;
1.3.2.	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).
1.4.	Strengthen the operational information management capabilities of Eurojust by
1.4.1.	Ensuring an innovative, structured, efficient and reliable information exchange with the Member States and other partners;
1.4.2.	Enhancing analytical capabilities in support of the Member States and other partners.
1.5.	Reinforce operational cooperation with key partners by
1.5.1.	Continuing to develop operational cooperation, interaction and complementarities with the European Judicial Network, Europol, OLAF and other partners;
1.5.2.	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.

Goal 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 objectives

2.1. Contribute to the improvement of European Union action in judicial cooperation in criminal matters by

- 2.1.1. Proactively delivering strategic advice, based on operational experience, to European Union decision and policy makers in the field of judicial cooperation in criminal matters;

2.1.2.	Regularly reporting identified obstacles to judicial cooperation, best practice and possible solutions to stakeholders;
2.1.3.	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.
2.2.	Strengthen the pivotal role of Eurojust in joint investigation teams by
2.2.1.	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;
2.2.2.	Ensuring the maximum use of the potential of joint investigation teams by securing funds to supporting such teams.
2.3.	Contribute to the European Union policy cycle for organised and serious international crime at strategic level by
2.3.1.	Actively promoting the judicial and prosecutorial dimension of the fight against serious cross-border crime in the European Union;
2.3.2.	Actively contributing to the establishment of the strategic priorities of the European Union.
2.4.	Enhance strategic cooperation with stakeholders and partners in the Area of Freedom, Security and Justice by
2.4.1.	Maintaining privileged relations with the European Union Institutions in the area of criminal justice;
2.4.2.	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;
2.4.3.	Prioritising and reinforcing strategic cooperation with other Justice and Home Affairs Agencies to produce a coordinated approach in this area;
2.4.4.	Fully engaging practitioners in European Union 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;
2.4.5.	Building strategic relationships with other European Union agencies or bodies and international organisations closely related to the field of work of Eurojust.

Goal 3 - Organisational development

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

Strategic objectives

3.1. Ensure timely internal preparation for implementing organisational change by

- 3.1.1. 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;

- 3.1.2. Promoting a strong and positive organisational culture, embracing change and innovation to face organisational challenges.

3.2. Ensure the delivery of excellent support services by

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

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Famous statue of lady Justice in Frankfurt, Germany



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