# Eurojust Single Programming Document 2021 – 2023

Second Amendment

14 December 2021

*Criminal justice across borders*

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The Eurojust Management Board adopted the Single Programming Document 2021-2023 on 9 February 2021 (College Decision 2021-01) and an amended version on 12 October 2021 (College Decision 2021-09) accompanying the first amending budget 2021 to incorporate the additional EU subsidy of EUR 7 M received for the Digital Criminal Justice implementations and specifically the new Eurojust Case Management System development.

The present revision accompanies the second amending budget 2021 that further increases the EU subsidy for these implementations by EUR 2.5 M.

# Foreword

At Eurojust, the European Union's Agency for Criminal Justice Cooperation, national judicial authorities from the EU and beyond work together under one roof to fight serious, cross-border crimes and bring perpetrators to justice. In its nearly 20 years of existence, Eurojust has become a unique hub for practical and effective cooperation.

In 2019, we supported almost 8 000 cross-border criminal investigations and helped maximize the use of EU judicial cooperation tools. Many investigations extended far beyond EU borders and involved close cooperation with other EU agencies to ensure that information was shared and links were detected between ongoing criminal cases.

Eurojust's Single Programming Document 2021-2023 reflects our relentless commitment to continue being the leading partner in bringing criminals to justice and a key player in ensuring a more secure world. Eurojust will strive to respond to each request for practical assistance from Member States, ranging from rapid responses to complex, coordinated operations, which may stretch over several years and often culminate in international action days monitored in real-time from our coordination centre.

We will take active part in the development and implementation of the EU's strategic initiatives for internal security, including in the implementation of the EU new policy cycle, which need to duly include the judicial component throughout the internal security chain. We will consolidate the insights gathered through our casework in the form of best practices and user guidelines and continue to bring specialists together to learn from each other in their area of expertise.

In close collaboration with the Commission, Eurojust will play a pivotal role in addressing the challenges of globalisation for criminal justice cooperation through a new four-year cooperation strategy with third States and international organisations. We will also support the activities of EuroMed Justice programme for 2021-23, promoting criminal justice cooperation between the EU Member States and the participating Southern Mediterranean countries.

Prosecutors and investigative judges need to be equipped with modern tools and benefit from digital technologies. We are therefore lending our full support to the Commission's initiative to explore Digital Criminal Justice and look forward to being a key partner in the implementation phase.

Terrorism, organized crime, cybercrime and trafficking in human beings, drugs and arms know no borders. We are proud to pursue our mission with passion and persistence, serving justice across borders for a safer Europe.

LADISLAV HAMRAN

President of Eurojust

# List of Acronyms

| | |
|---|---|
| **ABB** | Activity Based Budgeting |
| **ABC** | Activity Based Costing |
| **ABM** | Activity Based Management |
| **AWP** | Annual Work Programme |
| **CA** | Contract Agent (staff) |
| **CATS** | Coordinating Committee in the area of police and judicial cooperation in criminal matters |
| **CC** | Coordination Centre |
| **CEPOL** | European Union Agency for Law Enforcement Training |
| **CIF** | Case Information Form |
| **CM** | Coordination Meeting |
| **CMS** | Case Management System |
| **COPEN** | Working Party on Cooperation in Criminal Matters |
| **COSI** | Standing Committee on Operational Cooperation on Internal Security |
| **CTR** | Counter Terrorism Register |
| **DB** | Draft Budget |
| **DP** | Data Protection |
| **EASO** | European Asylum Support Office |
| **EAW** | European Arrest Warrant |
| **ECA** | European Court of Auditors |
| **ECRIS-TCN** | European Criminal Records Information System |
| **ECTC** | European Counter-Terrorism Centre |
| **EDPS** | European Data Protection Supervisor |
| **EIO** | European Investigation Order |
| **EJCN** | European Judicial Cybercrime Network |
| **EJN** | European Judicial Network |
| **EJR** | Eurojust Regulation |
| **EJTN** | European Judicial Training Network |
| **EMAS** | EU Eco-Management and Audit Scheme |
| **EMPACT** | European Multidisciplinary Platform against Criminal Threats |
| **ENCS** | Eurojust National Coordination System |
| **EPPO** | European Public Prosecutor's Office |
| **EUIPO** | EU Intellectual Property Office |
| **EU-LISA** | EU agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice |
| **EuroMed** | Euro-Mediterranean Partnership |
| **FFR** | EU Framework Financial Regulation |
| **FRONTEX** | European Border and Coast Guard Agency |
| **FTE** | Full Time Equivalent |
| **IAS** | Internal Audit Service |
| **ICF** | Internal Control Framework |
| **ICT** | Information and Communication Technology |
| **JHA** | Justice and Home Affairs |
| **JIT** | Joint Investigation Team |
| **KPI** | Key Performance Indicator |
| **LP** | Liaison Prosecutor |
| **MAS** | Multi-Annual Strategy |
| **MASO** | Multi-annual Strategic Objective |
| **MOCG** | Mobile Organised Crime Group |
| **MoU** | Memorandum of Understanding |
| **MFF** | Multi-annual Financial Framework |
| **OAA** | Objective of the Annual Activity |
| **OAP** | Operational Action Plan |
| **OLAF** | EU Anti-Fraud Office |
| **OPC** | Organised Property Crime |
| **PIF** | Protection of the EU Financial Interests |
| **SAA** | Strategic Action Area |
| **SNE** | Seconded National Expert |
| **SIRIUS** | Scientific Information Retrieval Integrated Utilisation System |
| **TA** | Temporary Agent (staff) |
| **THB** | Trafficking of Human Beings |

# Mission Statement

Eurojust's mission stems from the agency's legal framework and specifically Article 85(1) of the Treaty on the Functioning of the EU:

'*Eurojust's mission shall be to support and strengthen coordination and cooperation between national investigating and prosecuting authorities in relation to serious crime affecting two or more Member States or requiring a prosecution on common bases, on the basis of operations conducted and information supplied by the Member States' authorities and by Europol*.'

This is reflected in Eurojust's Multi-Annual Strategy (MAS) 2019-2021 as follows.

| | | |
|---|---|---|
| **MAS 2019-2021** | **Mission** | *Serving justice across borders for a safer Europe.* |
| | **Vision** | *Eurojust is the EU leading partner in bringing criminals to justice and a key player in ensuring a more secure world.* |

# Section I – General Context

## *Political context*

### *EU strategy on Justice and Home Affairs*

Eurojust will remain actively involved in the main EU strategic initiatives in the JHA area (e.g. European Agenda on Security, Renewed EU Internal Security Strategy Implementation, Strategic Guidelines in the field of JHA [1]). It will support the activities of EMPACT, COSI and CATS, as well as represent the criminal justice cooperation element of the new EU policy cycle starting in 2022.

### *Cooperation with JHA partners and EU bodies*

The EJR and other legislative developments in the JHA area provide for the strengthening of Eurojust's cooperation with other EU agencies and bodies, increasing information sharing, link detection and Eurojust cases. Based on respective working arrangements, Eurojust will seek to further cooperate with: the EPPO, in protecting EU's financial interests (PIF crimes) and providing support to the EPPO; Europol, through the indirect access of the 'hit/no hit' system and the support to Europol's centres of specialised expertise; and FRONTEX, for the mutual exchange of relevant personal data. Eurojust also aims to further improve its cooperation with the EU bodies through its liaison officer in Brussels.

### *Globalisation of criminal justice cooperation*

The EJR obliges Eurojust to prepare, in consultation with the Commission, a four-year cooperation strategy with third States and international organisations. Based on this, Eurojust expects to establish a structural exchange of personal data with these entities and increase the number of Liaison Prosecutors (LPs). The ECRIS-TCN regulation also obliges Eurojust to respond to third States' and international organisations' queries regarding Member States holding criminal records information on third State nationals. Lastly, Eurojust will further expand its international network of contact points, forming an efficient gateway for prosecutors across the EU to a high number of jurisdictions worldwide.

### *UK's withdrawal from the EU*

The UK will remain an important actor involved in judicial cooperation activities facilitated by Eurojust. Moreover, the complexity of the cases between Member States and the UK will likely increase.

## *Economic context*

### *EU Multi-Annual Financial Framework 2021-2027*

The new EU MFF will influence Eurojust's capacity and flexibility to respond to the increasing challenges in the area of security and justice as well as its capacity to accommodate the operational work growth.

### *Financial impact of EJR*

The EJR includes a number of provisions with direct financial impact, such as increased translation requirements, a compensation mechanism for the president of Eurojust and a number of technical requirements for Eurojust's Case Management System (CMS) and other ICT tools.

### *New external fund sources*

The new EJR and Eurojust Financial Regulation provide possibilities for external funding through ad hoc grant, contribution or service level agreements. The actions funded may stimulate casework growth.

[1] Council Document 5636/20 of 31 January 2020

***Support to networks***

Eurojust will further support and develop synergies with various networks of judicial practitioners such as: the EJN; the JIT network; the Genocide network; the EJCN; the national correspondents for terrorism matters; the focus group of specialised national judicial authorities on migrant smuggling; and the Consultative Forum of Prosecutors General.

### *Legal context*

***EU and Eurojust data protection requirements***

Eurojust will continue adapting its processes and ICT tools used for processing operational and administrative personal data. This will enable fully compliance with the EU DP provisions, specifically the DP provisions of the EJR, the Regulation 2018/1725 and Eurojust's DP Rules.

***New operational possibilities based on the EJR***

The EJR aims to make Eurojust more operational and proactive. It reinforces the mandate of Eurojust in strengthening coordination and cooperation between national authorities by providing the agency the possibility to carry out its tasks also on its own initiative or at the request of the EPPO and act where the fight against crime requires prosecution on common bases. Furthermore, Eurojust carries out its tasks taking into account any request and information supplied by the Member States' authorities and competent EU institutions, bodies and agencies, in particular Europol, the EPPO and OLAF.

These new possibilities rely on quality data input and management services. The latter will enable the effective, structured and secure exchange, analysis and cross matching of information from different partners and systems (e.g. Art. 21 notifications, Counter Terrorism Register, ECRIS-TCN, 'hit/no hit' systems, e-Evidence Digital Exchange System).

***EU legal instruments for judicial cooperation in criminal matters***

Eurojust will continue to support Member States in the practical use of available judicial cooperation tools and to advise the Commission on possible improvements by consolidating best practices and proposing user guidelines and legislative updates. It will maintain its key role in the application and assessment of instruments, such as the EAW and the EIO, by advising and supporting practitioners in implementing relevant European Court of Justice case law. It will actively support the latest EU initiatives in criminal justice cooperation, such as the e-evidence legal framework, the regulation on the mutual recognition of freezing and confiscation orders, the new directive on money laundering etc.

### *Technological context*

***Digitalisation of criminal justice cooperation***

Information and evidence sharing between Member States' judicial authorities is crucial to investigate effectively cross-border criminal cases. Hence, a fast, reliable and secure ICT infrastructure and related tools that would enable national authorities to interact with their counterparts and EU JHA entities are a necessity. Unfortunately, such infrastructure and tools are lacking.

To address this gap and capitalise on its new operational possibilities, Eurojust will focus on strengthening its ICT operational capabilities, through new technologies and solutions. This includes the development of a new CMS and other projects in scope of Commission's Communication for the Digitalisation of Justice. The envisaged tools will have a profound impact on Eurojust's cooperation with partners, own working methods and casework.

# Section II – Multi-Annual Work Programming 2021-2023

## 1. Multi-Annual Work Programme

Eurojust's MAS 2019-2021 sets a number of Multi-Annual Strategic Objectives (MASO) and Strategic Action Areas (SAA). These are monitored by corresponding KPIs as shown below.

| | | |
|---|---|---|
| **MASO 1 – Casework** | **SAA 1(a)** – Provide quick and qualitative support to competent authorities | **Indicator:** Maintain and/or improve the satisfaction level of Eurojust's support to Coordination Meetings (CMs)<br>**Data source:** Feedback forms received from national authorities participating in CMs (satisfaction levels rated 1-4)<br>**Baseline 2017:** N/A<br>**Target 2019-2021:** Average satisfaction level 3 or more (≥ 75%) |
| | **SAA 1(b)** – Reinforce operational cooperation with key partners | **Indicator:** Increase the involvement of key partners in Eurojust's operational activities (casework and CMs)<br>**Data source:** Annual statistics<br>**Baseline 2017:** 511 cases and 91 CMs with third States and 53 cases and 108 CMs with Europol<br>**Target 2019-2021:** 20% increase in casework and 40% increase in CMs with third States, 17% increase in casework and 12% increase in CMs with Europol |
| **MASO 2 – Policy work** | **SAA 2(a)** – Contribute to the EU internal security strategy and to measures concerning judicial cooperation in criminal matters | **Indicator:** Number of Eurojust contributions to COSI documents<br>**Data source:** Eurojust registers contributions to COSI requests<br>**Baseline 2017:** 4 contributions (10% of requests)<br>**Target 2019-2021:** 24 during the period 2019-2021 |
| | **SAA 2(b)** – Reinforce strategic cooperation with key partners | **Indicator:** Timely implementation of the agreed actions stemming from regular meetings with strategic partners (Europol, the EPPO and FRONTEX)<br>**Data source:** % of the actions implemented by Eurojust<br>**Baseline 2017:** N/A<br>**Target 2019-2021:** All actions implemented within agreed deadlines |
| **MASO 3 – Organisational development** | **SAA 3(a)** – Ensure effective organisational structure and processes | **Indicator:** Increase ratio of staff working on operational versus administration and support activities<br>**Data source:** Job screening exercise by Human Recourses Unit<br>**Baseline 2017:** Operational 63.5%, Non-operational 36.5%<br>**Target 2019-2021:** Increase resources devoted to operational activities by 3% |
| | **SAA 3(b) –** Ensure excellent communication capacities | **Indicator:** Strategic Eurojust messages taken up by the main media outlets (on-line, print and, AV channels)<br>**Data source:** Media monitoring / analysis of coverage<br>**Baseline 2018:** 26 840<br>**Target 2019-2021:** Increase in the percentage of media that have been proactively informed by Corporate Communications Unit of Eurojust news and that have taken up at least one key message |

In 2020-2021, Eurojust has been defining its MAS for the period 2022-2024, in consultation with its stakeholders.

# 2. Human and Financial Resources Outlook

## 2.1. Overview of Past and Current Situation

A number of factors, not considered or foreseen in 2013 when the Commission established the MFF 2014-2020 programming, have had a cumulative effect on Eurojust's resource requests during this period and their annual deviations from the MFF programming. Acknowledging Eurojust's exceptional operational work growth as elaborated in Section 2.2.2 and other structural deficits, the Commission and the budgetary authority have continued to support Eurojust's annual budget and post requests in excess of the Commission's MFF programming. During 2014-2020, they approved a total deviation of EUR 31.5 M; nevertheless, this represented EUR 16 M less than Eurojust's projected needs.

In parallel, during this MFF period, Eurojust completed an extensive post reduction exercise, in line with the targets set by the Commission (22 posts in 2014-2018) as well as the contribution to the EPPO (7 posts in 2019-2020), resulting in a total loss of 29 temporary staff posts in its establishment plan. These reductions have been partly offset by 23 additional posts authorised as 'deliberate top-ups' by the budgetary authority to support the increased operational work. Eurojust also reduced its contract staff by 40% during the MFF period, with the exception of a short-term temporary increase due to the transition to the new premises in 2016-2017.

However, the fact that the budgetary authority did not always grant the corresponding budget for these additional posts and the ongoing impact of higher than foreseen statutory remuneration adjustments have caused accumulating deficits in Eurojust's staffing budget. This resulted in significant staffing capacity constraints to accommodate the operational work growth.

To continue its operations and fulfil its mandate, Eurojust took a number of initiatives aiming to use its financial and human resources more efficiently. More notable of these were:

- An extensive reorganisation took place in two phases: the first in 2017 with a focus on the direct operational support areas and the second in 2019 focusing on indirect support areas.
- An in-depth review of Eurojust activities and resources, including a zero-based review of all budget lines in 2018 and an audit of all activities and FTEs in 2019, aiming to establish:
    - The minimum resources for fulfilling Eurojust's mandate and legal obligations; and
    - The optimum resources for covering the increasing workload and strategic ambitions.

Through these exercises, Eurojust managed to increase its caseload/staff ratio[2] from 7.7 in 2014 to 17.4 in 2019. However, Eurojust has reached the limits of these efficiency gains, and without reinforcement of its workforce, cannot accommodate the increasing demand from Member States.

Notwithstanding the above, Eurojust had still to apply negative priorities on an annual basis to remain within the authorised resource limits. In 2019, the agency deprioritised activities in the total amount of EUR 3.9 M and retained a higher vacancy rate of 1.9% compared to 1% in 2018. Eventually, Eurojust was only able to cover its temporary staff salaries by means of an amending budget. For 2020 new EJR costs, primarily related to the increased translation obligations, imposed further constraints and negative priorities in the total of EUR 3.3 M. Unexpectedly, the COVID-19 pandemic enabled Eurojust to achieve further efficiencies in its services and processes and thus alleviate these constraints.

[2] For a year, total number of new cases referred to Eurojust over the total temporary and contract staff authorised by the budgetary authority.

Annexes III and IV provide more details on the resource situation at the end of 2019 and Section 2.4 the agency's broader strategy for achieving efficiency gains.

## 2.2. Workload Outlook for 2021-2023

### 2.2.1. New Tasks

The EJR establishes new requirements with resource impact, including translations, a compensation mechanism for the Member State of the president and technical requirements for ICT systems, including the CMS. Whilst not covered in full for 2020 due to overall budget constraints, these costs shall be fully incorporated in the 2021 budget to allow Eurojust to fulfil its legal obligations.

At the same time, the EJR creates opportunities for reinforced cooperation and synergies between Eurojust and its JHA partners. The effective implementation of several provisions of the EJR and the Interoperability Regulations in relation to the exchange of operational information with Member States and other EU agencies and bodies, particularly Europol, the EPPO, FRONTEX and OLAF, is directly dependant on the quality of data processed by Eurojust. In this respect, Eurojust is required to enhance its data management services (e.g. data model, policy for data use, definition of data elements, consistence of use of data across different tools, quality review and validation of data, etc.).

Under Article 7 of the Eurojust Financial Regulation, external funding opportunities arise for the agency to finance new operational projects based on agreements, not as such covered under the EJR. Most importantly, during 2021-2023, Eurojust is expected to host and support the activities of the EuroMed Justice programme. This programme aims to promote criminal justice cooperation between the EU Member States and the participating Southern Mediterranean countries, including Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia.

Eurojust also aims to actively contribute to large ICT initiatives linked to Commission's Communication on the Digitalisation of Justice, following the Council's initial support and the study conducted by the Commission. Commission's vision is to establish digital systems for exchanging information in the judicial area, closing the gap with highly digitalised police/law enforcement cooperation and ensuring that the work done in law enforcement cooperation results in effective prosecutions. Among others, this will allow the development of Eurojust's new CMS, further reinforce Eurojust's operational cooperation with other JHA agencies and enhance the interaction with national authorities and the added-value provided to them.

Capitalising on these funding opportunities that are outside the annual budget requests and the agency's MFF envelope, Eurojust will pursue new 'flagship' projects aiming to reinforce its added-value in the fight against serious cross-border crime, albeit with the corresponding impact on the agency's workload and resources.

Furthermore, Eurojust's reinforced mandate in operational work includes the requirement to act on the basis of operations conducted and information supplied by national authorities, Europol, the EPPO and OLAF. As a result, Eurojust expects an increase of its casework and resource needs.

During 2021-2023, in view of the above and subject to Commission's assessment, it may be necessary to strengthen and safeguard Eurojust's key contribution and added-value in certain major JHA legislative and technical developments, by entrusting it with sufficient financial and human resources, as part of a revised founding regulation and accompanying legal financial statement.

### 2.2.2. Growth of Existing Tasks

As a demand-driven agency, Eurojust's operational workload is continuously increasing in excess of all projections.

In 2014-2019, the number of registered cases increased by 116% with an annual average growth of 17%. In 2019, the main operational workload metrics exceeded the initial 2019 assumptions and already approached the 2021 forecasts underpinning Eurojust's MFF 2021-2027 proposal. This attests to the fact that the estimates used for Eurojust's MFF proposal were reasonable and modest.

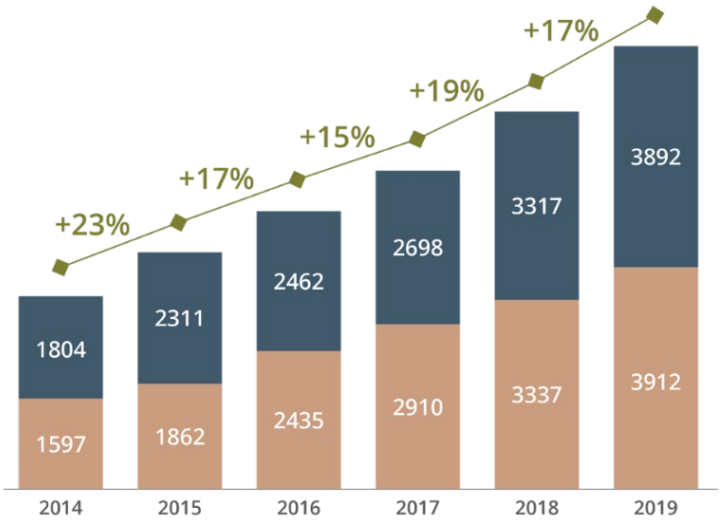



**Figure 1 – Historical growth for existing and new registered cases**

The unparalleled casework growth correlated with a rise in demand by the Member States' for Eurojust's judicial cooperation tools, primarily including CMs, Coordination Centres (CCs) and JITs.

**Table 1 – Demand for Eurojust's judicial cooperation tools**

| Demand for Eurojust tools | 2014 | 2019 | Total growth | Annual growth |
|---|---|---|---|---|
| Number of CMs | 197 | 428 | 117% | 17% |
| Number of CCs | 10 | 27 | 170% | 22% |
| JIT grants requested amount | EUR 3.6 M | EUR 8.7 M | 142% | 19% |
| Number of JIT applications | 145 | 300 | 107% | 16% |

Through providing unique and practical added-value to the work of judicial practitioners, Eurojust facilitated judicial cooperation and high-value analysis related to priority crime types.

**Table 2 – Operational work statistics per crime area[3]**

| Crime types | Cases | | | CMs | | | CCs | | | JITs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| Terrorism | 178 | 191 | 222 | 14 | 20 | 24 | 1 | 0 | 0 | 13 | 12 | 8 |
| Cybercrime | 176 | 219 | 246 | 9 | 28 | 35 | 1 | 2 | 3 | 7 | 10 | 17 |

[3] The crime type statistics reflect the information presented in the Annual Report 2019. They include cases and JITs that are ongoing from previous years and are subject to change due to the ongoing nature of the agency's casework.

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Migrant smuggling | 153 | 157 | 187 | 15 | 17 | 24 | 2 | 3 | 2 | 14 | 12 | 12 |
| Swindling and fraud | 1 643 | 1 929 | 2 260 | 75 | 87 | 112 | 7 | 7 | 12 | 46 | 52 | 63 |
| Money laundering | 869 | 1044 | 1 259 | 86 | 94 | 137 | 5 | 6 | 6 | 44 | 49 | 73 |
| Drug trafficking | 724 | 901 | 1 002 | 40 | 78 | 81 | 4 | 0 | 2 | 29 | 42 | 53 |
| THB[4] | 289 | 344 | 399 | 57 | 43 | 53 | 0 | 0 | 4 | 51 | 56 | 62 |
| PIF crime | 144 | 159 | 258 | 14 | 13 | 17 | 3 | 2 | 2 | 2 | 11 | 8 |
| Environmental crime | 19 | 36 | 39 | 3 | 6 | 8 | 1 | 0 | 1 | 2 | 4 | 6 |
| OPC by MOCG[5] | 482 | 541 | 598 | 14 | 26 | 20 | 0 | 1 | 2 | 13 | 15 | 17 |

In the forthcoming years, Eurojust expects a continuation of these historical trends, and therefore, as a minimum, an annual growth of 10% in its casework and the use of its judicial cooperation tools by the Member States.

Notwithstanding the quantitative aspects, Eurojust experiences significant developments in the nature of the Member States' demand for its operational and financial support. The complexity of Eurojust's casework has steadily increased, thus requiring enhanced analytical and legal support throughout an extended investigation and prosecution period. In addition, the increased number of important judgments by the European Court of Justice in the field of criminal justice cooperation bring to Eurojust more complex legal questions on the interpretation and application of judicial cooperation tools.

As a result, in 2019 Eurojust's Casework Unit provided specialised support to 40% more cases, 8% more CMs and 37% more CCs. Casework support deliverables increased by 32%, with those for the most complex cases by 43%. Among others, these included legal advice on judicial cooperation issues and analytical case notes with overviews of targets or mutual legal assistance requests.

As these trends are expected to continue, Eurojust needs to strengthen its capabilities in retaining and managing knowledge and data and providing more specialised support.

Moreover, in close collaboration with the Commission and the European External Action Service, Eurojust's new strategy for cooperation with third States and international organisations will refocus to address new global challenges in criminal justice cooperation. Consequently, Eurojust expects to establish a structural exchange of personal data with these entities and further increase the number of LPs hosted. Coupled with Eurojust's expanding robust network of contact points in third States, this strategy is expected to have a significant effect on the agency's operational workload.

## 2.3. Resource Programming for 2021-2023

In order to accommodate the projected workload growth, Eurojust seeks to reinforce its financial and human resources in the period 2021-2023, whilst respecting the limits of its establishment plan pending the Commission assessment and possible related legal financial statement.

[4] Trafficking in Human Beings
[5] Organised Property Crime committed by Mobile Organised Crime Groups

**Table 3 – Eurojust resource estimates 2021-2023[6]**

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Budget | EUR 53.3 M | EUR 45. 8 M | EUR 47.4 M |
| Establishment plan posts | 207 | 207 | 207 |

Eurojust established its estimates based on its Activity Based Budgeting (ABB) methodology and multi-annual workload projections and taking into account the MFF 2021-2027 envelope.

More particularly, the 2021 resources reflect the final outcome of the 2021 budget process and enable Eurojust to enhance its video-conferencing and audio-visual infrastructure and systems, a crucial need that emerged from the COVID-19 crisis. Moreover, the 2021 resources incorporate the additional amount of EUR 9.5 M transferred to Eurojust in the last quarter of 2021, as Commission's reinforcement to the Digitalisation of Justice developments, primarily concerning the new Eurojust CMS.

Notwithstanding this additional amount, the 2021 budget represents a reduction of EUR 1.3 M compared to Eurojust's request, primarily concerning 10 temporary staff, 8 contract staff and 3 SNEs requested to support the ever-increasing operational workload. Furthermore, Eurojust's request did not include a number of activities with a total cost of EUR 1.1 M, so as to fully offset the new EJR costs. Cumulatively, this would amount to a EUR 2.4 M shortfall.

However, in 2021, Eurojust plans to mitigate the risks and impact of these resource shortfalls on its Annual Work Programme (AWP), by recruiting up to 14 additional contract staff in addition to the 16 estimated in prior year budgets using Denmark's financial contribution for the specific year, estimated at the approximate amount of EUR 1 M. The residual resource shortfalls do not comprise efficiency gains but entail constraints and negative priorities in the order of EUR 1.4 M, as shown in Section II-2.5.

Annexes III and IV provide further details on Eurojust's resource needs in the period 2021-2023.

## 2.4. Strategy for Achieving Efficiency Gains

The MAS 2019-2021 places particular emphasis on improving efficiency in Eurojust's processes and services provided to the Member States' authorities in their fight against serious cross-border crime.

Reinforcing efficiency comprises a horizontal element inherent in all (multi-)annual objectives. However, this is primarily the focus of SAA 3(a) through specific initiatives to *Ensure effective organisational structure and processes*. Particularly for 2021, the agency plans to take concrete actions in order to *Further improve Eurojust's organisational efficiency and flexibility to meet operational needs*, as shown under the respective Objective of the Annual Activity (OAA) in Section III.

Given the projected operational growth and the resource constraints under the MFF 2021-2027, Eurojust remains committed to the continuous improvement of its administrative and operational efficiency. It will continue to closely monitor, assess and optimise its structures, services, processes, activities and resource allocation. To this end, the agency's efficiency gains strategy builds upon the following interrelated methods.

[6] Annually, Eurojust estimates its budgetary envelope reserved for procurement in the order of 30-35% of the budget. Within this envelope, it purchases goods and services via different channels as appropriate, mostly through framework contracts.

**Figure 2 – Pillars of efficiency gains strategy**

***Categorisation and prioritisation of activities and resources***

First and foremost, Eurojust aims to further embed and streamline the categorisation and prioritisation of its activities and resources as part of the planning cycle. As part of an iterative and cross cutting process that started in 2019, activities and the resources supporting them are:

- Categorised based on the activities' underlying business need (e.g. direct link to the agency's mandate, legal requirement and, internal or external stakeholder request); and
- Prioritised based on their level of impact on the achievement of the agency's objectives.

This comprises an essential step in realising efficiency gains and enabling a dynamic (re)deployment of resources based on needs and for assigning negative priorities if the outcome of the budgetary process does not provide all required resources to implement the AWP. This process will be supported by a staffing strategy outlining the strategic measures to be taken.

The overarching principle is that support to cases remains an absolute priority, given the demand-driven nature of Eurojust's core activities, primarily linked to case referrals by the Member States. In this context, Eurojust aims to ration its analytical and legal support to casework and case-based policy support and to limit non-case-related activities as far as possible, while maintaining business continuity and compliance with the applicable statutory and contractual obligations.

***Activity Based Budgeting, Costing and Management***

Using as a basis its established ABB processes and tools, Eurojust aims to increase the focus on Activity Based Costing (ABC)/Activity Based Management (ABM) and develop a more integrated approach to performance management based on results. Key steps to this direction will comprise:

- The enforcement of a consistent time recording approach across the agency, which will better inform staff planning and make the costing of activities more accurate;
- The implementation of a new ABC solution for non-staff costs as part of the transition to the new Commission's ICT platform for budget management and accounting;
- Enhancements in the setting and monitoring of KPIs at all levels; and

- Further improvement of the planning, monitoring and performance management methods and tools.

***Zero based budgeting***

As part of each annual budget planning exercise, Eurojust will continue to scrutinise its non-staff costs and categorise them based on (a) whether there is a legal obligation to pay (i.e. minimum required or not); and (b) whether their level can be reduced by reengineering and optimising services (i.e. fixed or variable). In essence, this will require Eurojust to maintain a detailed overview of all cost elements, using the findings of the DB 2020 zero based review as the starting point.

***Strategic workforce planning***

Building on an extensive analysis of staff allocations and needs for 2019-2020, Eurojust will take further steps to shift from a traditional, headcount methodology to strategic workforce planning. This will enable a forward looking, proactive and integrated approach, in anticipating and addressing staffing gaps, and will provide the required flexibility to respond to staffing challenges. In this context, besides time recording, the agency will adopt a new staffing strategy aligned with organisational priorities and with a drive for efficiency at its core.

This strategy will be based on the multi-annual planning of human resource needs and will be activity driven. Efficiency gains through the introduction of new tools, business process reviews or better organisation of the workload will be exhausted first before supplementing an area of work with extra resources. With the priority given to operational work, Eurojust will ensure that its workforce is flexible and multi-skilled and can be redeployed swiftly to meet increasing or changing organisational needs. At the same time, Eurojust will invest in the skills and experience of its current workforce and will endeavour to retain and develop its solid performers with the right skills and competencies.

Within the framework of this staffing strategy, Eurojust will take specific initiatives such as:

- Skills mapping, to identify the experience, knowledge and skills available in-house and also to address possible skill gaps;
- Job evaluation exercise, to streamline the use of the establishment plan and ensure all jobs are correctly graded;
- Succession planning for critical and management posts, to guarantee business continuity for roles with unique skills and high impact on business outcomes; and
- Quarterly strategic staffing reporting, to ensure informed decisions.

***Organisational structure review and changes***

As a follow up to the two extensive reorganisations in 2017 and 2019 and the evaluation of their outcomes, Eurojust will continue to review the effectiveness and efficiency of its organisational structure and refine it where necessary. More particularly, the agency commits to perform an evaluation exercise of its current structure as soon as conditions allow after the COVID-19 crisis and identify any necessary refinements.

***Business process review and service optimisation***

Eurojust will continue to review and explore possibilities to reengineer its processes, with a view to optimising service quality and cost-effectiveness, for instance by:

- Exploring and piloting changes in service levels and modalities, to improve added-value and cost-efficiency, such as shifting from owned to leased vehicles;
- Identifying activities and services that may be downsized and discontinued if needed;

- Continuously streamlining and automating administrative workflows to improve staff's productivity, by removing redundant steps and capitalising on new technologies such as digital signatures, online training platforms and electronic personnel files;
- Piloting through proof of concepts and implementing new methodologies and solutions that streamline deployments of custom developed software applications or new workstations; and
- Reviewing ICT infrastructure and related technologies to reduce duplication of components and optimise maintenance and capital replacements such as for storage.

***Capitalising on shared services***

In line with the call for agencies to promote the use of shared services, Eurojust will seek efficiency gains through initiatives such as:

- Sharing services with other agencies and/or the Commission, including e.g. interagency and inter-institutional procurements, common services with Europol and the EPPO and use of Commission ICT solutions such as those for human and financial resources management; and
- Contributing to further promoting shared services among agencies through the different networks, particularly in the areas of procurement, ICT and performance management.

## 2.5. Negative Priorities

Eurojust faces a constant increase in its workload and has already reached its limits in terms of further efficiency gains. While it will still seek for further efficiency gains across the organisation, these gains will only compensate for minor workload increases and temporary absences of staff. However, the MFF 2021-2027 foresees no increase in the agency's establishment plan and thus imposes further constraints for its human resources.

As a result, Eurojust will be unable to enhance certain operational work areas as initially envisaged. Negative priorities in these areas[7] will limit the agency's capacity to:

- Meet the increasing demand for financial assistance to JITs, keeping it capped at the 2020 levels;
- Expand legal and analytical assistance to all complex cases referred to Eurojust;
- Enhance institutional knowledge retention and thus improve its inputs to EU stakeholders on the implementation of judicial cooperation instruments; and
- Increase its support to the Counter Terrorism Register (CTR) and interoperability initiatives stemming from the EJR and the Interoperability Regulations.

[7] In the order of EUR 1.4 M

# Section III – Annual Work Programme 2021

## 1. Executive Summary

The AWP 2021 constitutes the last phase in achieving Eurojust's MAS 2019-2021 and builds on the achievement of previous years' objectives[8]. This AWP specifically focuses on annual activities which:

- Strengthen Eurojust's position and operational capabilities to provide dynamic and quality support to judicial cooperation and coordination of investigations, particularly by promoting the exchange of information, detecting cross-links between ongoing investigations, developing prosecutorial strategies and implementing joint actions;
- Reinforce Eurojust's operational and strategic cooperation with its key partners and enhance interoperability and information exchange with national authorities, JHA agencies and other EU bodies, such as the EPPO, Europol and FRONTEX; and
- Increase the efficiency and effectiveness of Eurojust's organisational structure and processes, while ensuring a smooth implementation of the organisational changes stemming from the new regulations on Eurojust and the EPPO.

## 2. Activities[9]

**Annual Activity 1.1**
**Improve Eurojust's dynamic and quality support to judicial cooperation and coordination**

Eurojust will ensure the coordination of investigations by promoting the exchange of information, detecting cross-matching links between ongoing investigations, supporting development of prosecutorial strategies, and implementing joint actions.

The agency will maintain its focus on supporting national cases by providing operational, logistical and financial support to CMs, CCs and JITs. It will continue to deliver added-value in national investigations and prosecutions through tailor-made expert advice at their early stages. It will also strive to increase the referral of cases by the LPs and explore further synergies through the operational involvement of existing networks.

At the same time, the EJR provisions and other regulatory developments, as well as the current limitations in Eurojust's ICT operational systems, require the redevelopment of Eurojust's CMS. Eurojust will pursue further investments and initiatives to enhance the quality of information, ensure CMS interoperability and improve information exchange with national authorities and key partners, such as the EPPO, Europol and FRONTEX.

**Objective 1.1.1 – Support increased referral of quality cross-border crime cases, by offering comprehensive and tailor-made operational and legal expertise**

**Actions**

- Provide quick and effective casework support to Eurojust National Members and LPs

[8] The results achieved in 2019 comprise the baseline for the 2021 KPIs. Eurojust's Annual Reports and Consolidated Annual Activity Reports elaborate further on the achievement of previous years' objectives and KPIs. In view of the continuing and/or growing impact of COVID-19, in the course of 2021 Eurojust further revised the 2021 target for a number of KPIs, with the initial target still indicated in parentheses.
[9] Annex II provides detailed information on the human and financial resources allocated to each activity and objective.

- Promote the use of CMs , CCs and JITs as essential judicial cooperation instruments
- Provide practitioners with useful operational tools to support their individual cases (e.g. analysis, legal advice and operational assistance)
- Deliver data management services to ensure data quality
- Respond to practitioners' specific needs by systematically collecting their feedback (e.g. through CM feedback forms, JIT evaluation forms, JIT national experts' feedback, ENCS feedback)
- Explore synergies through the operational involvement of existing networks
- Provide operational and financial support to JITs
- Pursue initiatives to increase the referral of cases between Eurojust and EJN
- Develop coordination between Eurojust and the Genocide network on operational cooperation and stimulation in bringing to Eurojust more core international crime cases through CMs and JITs

**Expected results**

- More quality cases attracted (e.g. cases involving complex judicial cooperation issues, cross-border crimes affecting more than two Member States, priority crime areas, etc.)
- LP cases increased
- Improved distribution of cases between Eurojust and EJN
- Increased support to new JITs

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of case referrals from Member States[10] | 3 528 | 4 251 | Monthly report |
| Number of case referrals from Denmark | 46 | 55 | Monthly report |
| Number of case referrals from countries with a LP[11] | 318 | 320 (377) | Monthly report |
| Number of CMs | 428 | 488 | Monthly report |
| Number of CCs | 27 | 29 | Monthly report |
| Percentage of cases in priority crime areas | 63 | 66 | Monthly report |
| Number of deliverables in support of casework | 800 | 777 (844) | Quarterly report |
| Number of new JITs supported | 103 | 75 (128) | Monthly report |
| Percentage of new JITs that are funded | 51 | 50 | Monthly report |
| Number of cases referred from/to the EJN | 120/28 | 126/29 | Annual report |

**Objective 1.1.2 – Enhance consistency and efficiency in support to cases, by drawing lessons and best practices from casework**

**Actions**

- Enhance internal capabilities and tools for operational knowledge retention from cases
- Provide best practice guidelines on priority crimes and advisory reports on the application of judicial cooperation and mutual recognition instruments and in relation to identified obstacles to judicial cooperation, conflicts of jurisdiction and possible solutions
- Monitor and analyse judicial rulings in Member States and the European Court of Justice
- Provide and support practitioner tools in priority crime areas (incl. the CTR)

[10] Excluding Denmark due to the country's decision to opt-out from the EJR
[11] Including the UK that will have a LP posted as of 2021

- Provide support to the EJCN activities and meetings

**Expected results**

- Reports analysing casework and judicial cooperation issues, with focus on key crime areas
- Guidelines for practitioners
- Analysis of national and EU case-law
- Increased number of Case Information Forms (CIFs)

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Percentage of prioritised products in judicial cooperation and priority crime areas delivered according to the work plans set by College's operational substructures | 70 | 75 | Quarterly report |
| Number of CIFs drafted to retain knowledge, best practices and lessons learned from cases | 428 | 600 | Quarterly report |
| Number of operational topics on judicial cooperation issues | 13 | 5 (13) | Quarterly report |

**Objective 1.1.3 – Enhance digitalisation in the JHA area, through information exchange and interoperability solutions**

**Actions**

- Implement preparatory initiatives related to Commission's Communication on the Digitalisation of Justice, including the initiation of a market research to define the technical solution and architecture for the new CMS
- Create data and process models for Eurojust's ICT core business systems including CMS
- Provide technical means for 'hit/no hit' data exchange with Europol
- Further enhance compliance with DP requirements stemming from the new legal framework
- Implement improvements in the EJN website in line with developments in the EU Justice area
- Implement other ICT projects related to operational processes as prioritised by governing bodies

**Expected results**

- Preparatory Eurojust initiatives related to Commission's Communication on the Digitalisation of Justice timely completed
- Increased compliance of the current CMS with DP requirements
- 'Hit/no hit' technical arrangements established with Europol
- Improved quality of information due to the increased information exchange with key partners
- Current CMS enhanced with the implementation of a new support link review module and a new cross-check profile for uploading data received from other agencies
- CMS, CIF and JIT tool data consolidated
- Improved EJN website

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Percentage of ICT operational initiatives implemented in line with the work plan set by governing bodies | 100 | 100 | Quarterly report |
| Percentage of time that current CMS is fully operational | 100 | 100 | Quarterly report |

| | | | |
|---|---|---|---|
| Number of visits to EJN website | 1 878 037 | 2 065 000 | Web statistics |

## Annual Activity 1.2
## Continue developing operational cooperation with Eurojust's main operational partners

The expected close interaction between the EPPO and Eurojust will have a crosscutting impact on Eurojust. The two partners will reinforce their complementarity in a working arrangement aiming to regulate their actions in the field of the protection of the EU's financial interests (PIF crimes) and the support that Eurojust may provide to the EPPO.

The Europol and Eurojust Regulations aim to increase the flow of operational information between the two agencies, enhancing the close cooperation between them. Eurojust and Europol will need to take joint measures to implement a reciprocal access to information.

Furthermore, Eurojust and FRONTEX will cooperate in providing technical and operational support at the EU external borders to the Member States' fight against organised cross-border crime, such as immigrant smuggling, trafficking in human beings and terrorism.

Moreover, in consultation with the Commission, Eurojust will implement a four-year strategy for cooperating with third States and international organisations based on operational needs.

### Objective 1.2.1 – Develop operational cooperation with the EPPO

**Actions**

- Conclude working arrangement to facilitate cooperation and information exchange with the EPPO
- Explore further operational synergies

**Expected results**

- Working processes implemented

| Indicators[12] | Baseline | Target | Data source |
|---|---|---|---|
| Number of cases or requests for support received from the EPPO | N/A | p.m. | Monthly report |
| Number of cases referred to the EPPO | N/A | p.m. | Monthly report |

### Objective 1.2.2 – Further develop operational cooperation with Europol

**Actions**

- Facilitate appropriate measures to implement a reciprocal access to information by both agencies
- Further enhance operational cooperation and partnership with the centres of Europol's Operations Directorate (European Cybercrime Centre, European Counter-Terrorism Centre, European Migrant Smuggling Centre, European Serious Organised Crime Centre etc.)
- Cooperate with Europol's Analysis Projects in cases of common interest
- Contribute to the OAPs within EMPACT from a judicial perspective
- Attend operational meetings at Europol
- Facilitate exchange of operational information and support in core international crimes cases
- Further assess the JITs funding mechanism and increase value for national authorities

[12] Indicators added for baselining purposes

**Expected results**

- Improved operational cooperation and increased number of cases/CMs/CCs with Europol
- 'Hit/no hit' process with Europol used to support Eurojust casework
- All planned EMPACT priorities supported
- Information exchange with Europol on possible instances of double funding of JITs
- Implementation of workflow on participation of Eurojust to Europol operational meetings

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of cases with Europol | 74 | 50 (105) | Monthly report |
| Number of CMs with Europol | 124 | 120 (140) | Monthly report |
| Number of CCs with Europol | 0 | 1 | Monthly report |
| Percentage of EMPACT OAPs that Eurojust participates | 100 | 100 | Annual report |

**Objective 1.2.3 – Further develop operational cooperation with FRONTEX**

**Actions**

- Take initiatives to enhance cooperation with FRONTEX in light of its new regulation
- Conclude and implement working arrangements for information exchange with FRONTEX
- Follow up on the new FRONTEX regulation expanding its mandate and data collection capabilities, including transmission of operational personal data that are relevant for Eurojust

**Expected results**

- Improved operational cooperation with FRONTEX
- Information exchange established with FRONTEX
- Increased transmission of case related information by FRONTEX

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Percentage of FRONTEX transmissions of case-related information effectively followed up by Eurojust | N/A | 100 | Monthly report |

**Objective 1.2.4 – Continue to develop operational cooperation with third States and international organisations**

**Actions**

- Implement four-year strategy on cooperation with third States and international organisations
- Continue operational cooperation with the UK despite its withdrawal from the EU
- Conclude working arrangements of strategic nature with designated third States
- Monitor the implementation of operational cooperation agreements, working arrangements and memoranda/letters of understanding with third States and international organisations
- Intensify contacts with the informal network of practitioners for migrant smuggling
- Enhance relations, monitor and suggest areas for cooperating with international organisations
- Develop contacts with new international organisations as per the work plan and priorities of the College substructure on relations with partners
- Contribute to the activities of the EuroMed Justice programme [13]

[13] In 2020-2023, the programme is hosted by Eurojust and financed through external funding, as shown in Annex XI.

**Expected results**

- Increased number of LPs from third States hosted at Eurojust
- Increased number of Eurojust contact points in third States
- Increased number of cases involving third States and international organisations
- Increased number of JITs with participation by third States
- Improved strategic relations with key third States
- Improved relations with key international organisations

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of cases involving third States | 689 | 758 | Monthly report |
| Number of cases involving international organisations | 87 | 50 (116) | Monthly report |
| Number of JITs involving third States | 53 | 65 | Monthly report |
| Number of new third States appointing a Eurojust contact point | 6 | 2 | Quarterly report |
| Number of new or revised cooperation instruments with third States and international organisations in line with Eurojust's cooperation strategy | 2 | 2 | Quarterly report |

## Annual Activity 2.1
## Provide advice and feedback on policy developments related to common internal security

Eurojust will take initiatives to increase the agency's involvement in the EU policy cycle, strengthen the judicial dimension of the EU security policy, reinforce the monitoring of policy actions and judicial cooperation instruments, as well as support capacity building by contributing to external projects and training initiatives organised by CEPOL and the EJTN.

Building on its operational experience, Eurojust will continue to provide expert advice and to regularly report to EU decision- and policy-makers on how to use judicial cooperation instruments and how to overcome judicial cooperation obstacles in specific serious organised cross-border crime areas. Furthermore, Eurojust will regularly participate and contribute to relevant meetings of Commission and Council working parties and expert groups (i.e. COSI, CATS, COPEN).

### Objective 2.1.1 – Enhance the judicial cooperation element in the EU policy cycle based on Eurojust's expertise in casework

**Actions**

- Prioritise and implement policy work deliverables for contribution to the EU policy cycle for organised and serious international crime
- Take initiatives to increase Eurojust's meaningful involvement in the EU policy cycle
- Host ad hoc external meetings linked to the EU policy cycle
- Reply to other ad hoc requests by EU institutions

**Expected results**

- Enhanced added value of Eurojust in the EU policy cycle through increased contributions
- Increased number of external meetings linked to the EU policy cycle hosted by Eurojust
- Regular contributions to relevant meetings of EU bodies' working parties and expert groups

- Ad hoc requests from EU institutions answered

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of official contributions to EU bodies' working parties and expert groups (COSI, CATS, COPEN) | 15 | 15 | Quarterly report |

## Annual Activity 2.2
## Improve alignment in cooperation with key partners

Eurojust will strive to strengthen cooperation and explore joint strategic initiatives with Europol, FRONTEX, OLAF and other bodies with which Eurojust has signed cooperation agreements and MoUs, as well as with the practitioners' networks and other non-EU partners.

In addition, Eurojust will continue to support and pursue strategic cooperation with the networks, including EJN, JIT, Genocide and EJCN, as well as with the Consultative Forum.

### Objective 2.2.1 – Increase synergies with EU institutions and relevant JHA agencies and bodies

**Actions**

- Strengthen strategic cooperation with FRONTEX and OLAF
- Strengthen strategic cooperation with EASO in the fight against THB crimes
- Implement joint activities to enhance effectiveness of judicial cooperation in priority crime areas
- Promote shared training initiatives with other JHA agencies and support practitioner trainings organised by Member States or relevant third parties (e.g. EJTN, CEPOL, Europol, EASO)
- Cooperate with EU-LISA especially within the context of the ECRIS-TCN regulation that makes Eurojust the contact point for third States
- Organise and participate in relevant strategic meetings

**Expected results**

- Joint strategic initiatives with Europol, the EPPO, FRONTEX and/or OLAF
- Final report of JHA network activities in 2020 endorsed by COSI

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of new or revised cooperation instruments with EU and JHA agencies and bodies | 0 | 2 | Quarterly report |
| Number of shared initiatives with other agencies in the framework of the JHA agencies' network | 29 | 25 | Quarterly report |

### Objective 2.2.2 – Further stimulate and explore the strategic involvement of the existing networks

**Actions**

- Stimulate and explore synergies between Eurojust and the networks on a strategic level
- Actively facilitate the work and organisation of the Consultative Forum of Prosecutors General
- Actively support and facilitate the networks' activities and meetings (EJN, JIT, Genocide and EJCN)
- Support the organisation of the counter-terrorism meeting that brings together the national correspondents for Eurojust for terrorism matters

**Expected results**

- Enhanced role of Consultative Forum, through appropriate participation and follow-up to its conclusions
- Eurojust's increased involvement in the JIT evaluations and joint reports
- Increased support to practitioners through joint products
- High level of satisfaction of meeting participants

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Level of satisfaction of Consultative Forum participants (1-5) | N/A | (≥) 4 | Survey |
| Number of Eurojust/EJN Network Secretariat joint products | 3 | 3 | Quarterly report |
| Number of Eurojust/JIT Network Secretariat joint products | 1 | 2 | Quarterly report |
| Number of Eurojust/Genocide Network Secretariat joint products | 3 | 2 | Quarterly report |
| Number of JIT evaluations submitted to Eurojust | 69 | 70 | Quarterly report |

## Annual Activity 3.1
## Improve Eurojust's organisational efficiency and ensure the smooth implementation of the Regulation on Eurojust, as well as administrative cooperation and synergies with the EPPO

By the end of 2021, Eurojust plans to implement the majority of regulatory and administrative changes stemming from the EJR and DP Regulation 2018/1725 that introduce a new governance structure for Eurojust and change several aspects of Eurojust's technical and operational functioning as well as the handling of administrative and operational personal data. It will also put in place the necessary administrative processes to facilitate the operational cooperation with the EPPO as per objective 1.2.1.

Eurojust will maintain its emphasis on developing a flexible work force that can be efficiently redeployed to new functions and tasks with particular emphasis on the effective functioning of the National Desks, while continuing to provide high quality services and having to respond to continuous growth in operational work areas.

Eurojust will seek to identify further efficiencies in its administrative processes, through further optimising its ICT organisational systems, exploring alternative means of connecting practitioners, extending the use of videoconferencing in CMs and exploring opportunities for shared services with other EU agencies. Eurojust will strengthen its reporting and performance management capabilities, particularly by improving its ABB/ABC/ABM process and tools.

### Objective 3.1.1 – Ensure smooth implementation of the organisational changes stemming from the new Regulations on Eurojust and the EPPO

**Actions**

- Implement all remaining regulatory and administrative changes stemming from the EJR, Regulation 2018/1725 and the revised DP rules
- Commence implementation of the administrative aspects of the EPPO working arrangement(s), incl. the setting up of a liaison team to steer implementation of these arrangements

- Explore services of common interest with the EPPO administration
- Explore further possibilities to receive ad hoc external grants or other sources of funding
- Continue cooperation with the EDPS

**Expected results**

- Organisational changes stemming from the EJR and the Regulation 2018/1725 fully implemented
- EDPS recommendations timely implemented

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Percentage of implemented actions agreed in working arrangements with the EPPO | N/A | 50 | Quarterly report |
| Percentage of implemented actions required for the EJR | 40 | 85 | Quarterly report |
| Percentage of EDPS recommendations implemented | N/A | 85 | Quarterly report |

**Objective 3.1.2 – Further improve Eurojust's organisational efficiency and flexibility to meet operational needs**

**Actions**

- Extend use of videoconferencing in CMs and explore alternative and cost-effective means of connecting practitioners
- Continue to review and assess organisational processes and explore efficiencies thereof
- Implement the Eurojust ICF
- Further improve Eurojust's ABB/ABC/ABM processes and tools, including KPI enhancements
- Develop a flexible work force
- Take initiatives to improve staff engagement and satisfaction
- Further explore shared services with other EU agencies
- Deliver ICT solutions to better support the internal processes of the organisation and achieve administrative efficiencies, in line with priorities set by the governing boards

**Expected results**

- Further decreases in CM average costs
- Increased efficiency in reviewed and changed business processes
- More efficient and faster processes for recruiting or redeploying staff according to needs
- Improved set of KPIs at operational and strategic levels
- Eurojust ICF principles implemented
- Increased staff engagement and satisfaction
- Increased efficiency in delivering administrative services through new/improved ICT solutions

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Percentage of ICT projects initiated based on a business case or cost-benefit analysis | N/A | 100 | Quarterly report |
| Percentage of ICF principles present and functioning | N/A | 100 | Quarterly report |

| | | | |
|---|---|---|---|
| Percentage of ICF baseline requirements implemented | N/A | 70 | Quarterly report |
| Percentage of staff satisfaction | N/A | 60 | Survey |
| Percentage of timely implemented actions planned for 2021 to follow up on staff satisfaction survey results | N/A | 90 | Quarterly report |

## Annual Activity 3.2
## Efficiently use communication capabilities to support operational and strategic goals

Eurojust will increase its efforts to retain its institutional memory and organisational knowledge of strategic and administrative matters, while increasing its ability to efficiently and effectively share this internally and externally. In this respect, it will endeavour to build a regular flow of communication with judicial practitioners, conveying lessons and best practices from casework and thus encouraging the referral of more complex cross-border crime cases.

Eurojust will also seek to ensure strategic outreach and enhanced institutional relations with the EU policy makers through its Liaison Officer in Brussels and other direct communication measures. Eurojust will provide information to the EU policy makers and European citizens on its successes and added-value by ensuring media attention for its activities and results. To this end, it will develop products for external publication, as well as its external website and other outreach tools, including engagement in the social media conversation on topics of high priority for Eurojust.

### Objective 3.2.1 – Effectively communicate Eurojust's successes and added-value to stakeholders

**Actions**

- Generate media attention for Eurojust's activities and results, in particular in priority crime areas
- Promote the added-value of Eurojust's operational tools and products and distribute information about these to target audiences
- Continue to develop Eurojust's external website and social media accounts
- Improve presence in EU policy and decision making through the Brussels Liaison Officer

**Expected results**

- Trust and engagement built with judicial practitioners, encouraging case referrals and information sharing and participation in Eurojust's meetings and judicial analysis projects
- A richer understanding of Eurojust's contribution to improving judicial cooperation and internal security in the EU fostered with EU policy makers and general public
- Highly qualified applicants attracted for posts and internships at Eurojust
- Eurojust positioned as an important partner in the community of justice institutions in the Hague as the International City of Peace and Justice

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of media mentions of Eurojust (incl. social media) | 44 400 | 30 000 (53 700) | Quarterly report |
| Number of visits to Eurojust website | N/A | 300 000 | Web statistics |
| Number of outreach products delivered to target audiences | 176 | 180 | Quarterly report |

| Objective 3.2.2 – Ensure organisational knowledge use, distribution and retention |
|---|
| **Actions** |
| • Contribute to managing organisational knowledge and institutional memory by the continuous development of knowledge management tools for strategic and administrative matters<br>• Consolidate the use of the internal archive and revise the retention schedule<br>• Improve internal communication |
| **Expected results** |
| • Eurojust products available and known to target audiences<br>• Efficient sharing and utilisation of Eurojust's knowledge both internally and externally<br>• Effective functioning of internal archive |

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Number of consultations of knowledge management tools | 1 763 | 1 900 | Quarterly report |
| Percentage of post-holders satisfied with internal communication | 51 | 65 | Survey |

## Horizontal Annual Activity
## Provide recurring administrative services

In order to provide its core operational services, Eurojust has to carry out in a smooth manner a number of horizontal actions on a day-to-day basis. These include recurring administrative services related to infrastructure, facilities, management duties and other crosscutting support functions[14].

| Horizontal Objective – Provide effective and efficient recurring administrative services |
|---|
| **Actions** |
| • Provide building/facility management, user support and other general services (e.g. rent, cleaning, utilities)<br>• Provide security management and ICT security services<br>• Provide ICT infrastructure and systems maintenance services<br>• Provide budget and finance services (e.g. budget planning and reporting, invoice processing, missions' support)<br>• Provide Human Resources services (e.g. payroll, administration of staff matters/requests, recruitment)<br>• Provide procurement and contract management services<br>• Provide independent accounting services<br>• Implement any recommendations stemming from the auditors (IAS/ECA) and the budgetary authority in relation to the discharge procedure<br>• Perform regular activities to comply with audit and DP requirements<br>• Perform management duties<br>• Ensure effective administrative support to unit |

[14] In line with Eurojust's ABB/ABC methodology and the approach taken in other agencies, the resources required to deliver these recurring administrative services are distributed pro rata to the operational annual activities/objectives, based on the assumption of the time allocation of non-statutory post-holders (i.e. 70% to MASO 1, 20% to MASO 2 and 10% to MASO 3).

**Expected results**

- Achievement of the KPIs set in the AWP
- Budget execution optimised
- Swift and timely fulfilment of the establishment plan
- Minimised number of audit findings
- Audit and discharge recommendations implemented
- Minimised number of opened recommendations raised by the EDPS

| Indicators | Baseline | Target | Data source |
|---|---|---|---|
| Delay in submission of draft programming document | 0 | 0 | Quarterly report |
| Percentage of AWP KPIs achieved | 71 | 70 (80) | Quarterly report |
| Percentage of budget implementation | 99.88 | 95 | Quarterly report |
| Rate of outturn | 99.88 | 95 | Annual report |
| Percentage of cancellation of payment appropriations | 0.62 | (≤) 5 | Annual report |
| Percentage of payments executed within legal deadlines | 81.9 | 95 | Quarterly report |
| Number of audit findings related to reliability of annual accounts | 0 | (≤) 1 | Annual report |
| Percentage of timely implemented actions planned for 2021 to address IAS recommendations and ECA observations | 80 | 80 | Quarterly report |
| Number of complaints under Article 90(2) of the Staff Regulations | 2 | (≤) 5 | Quarterly report |
| Vacancy rate | 1.9 | (≤) 2 | Quarterly report |

# 3. Workload Drivers

**Table 4 – Assumptions for workload drivers and related organisational objectives**

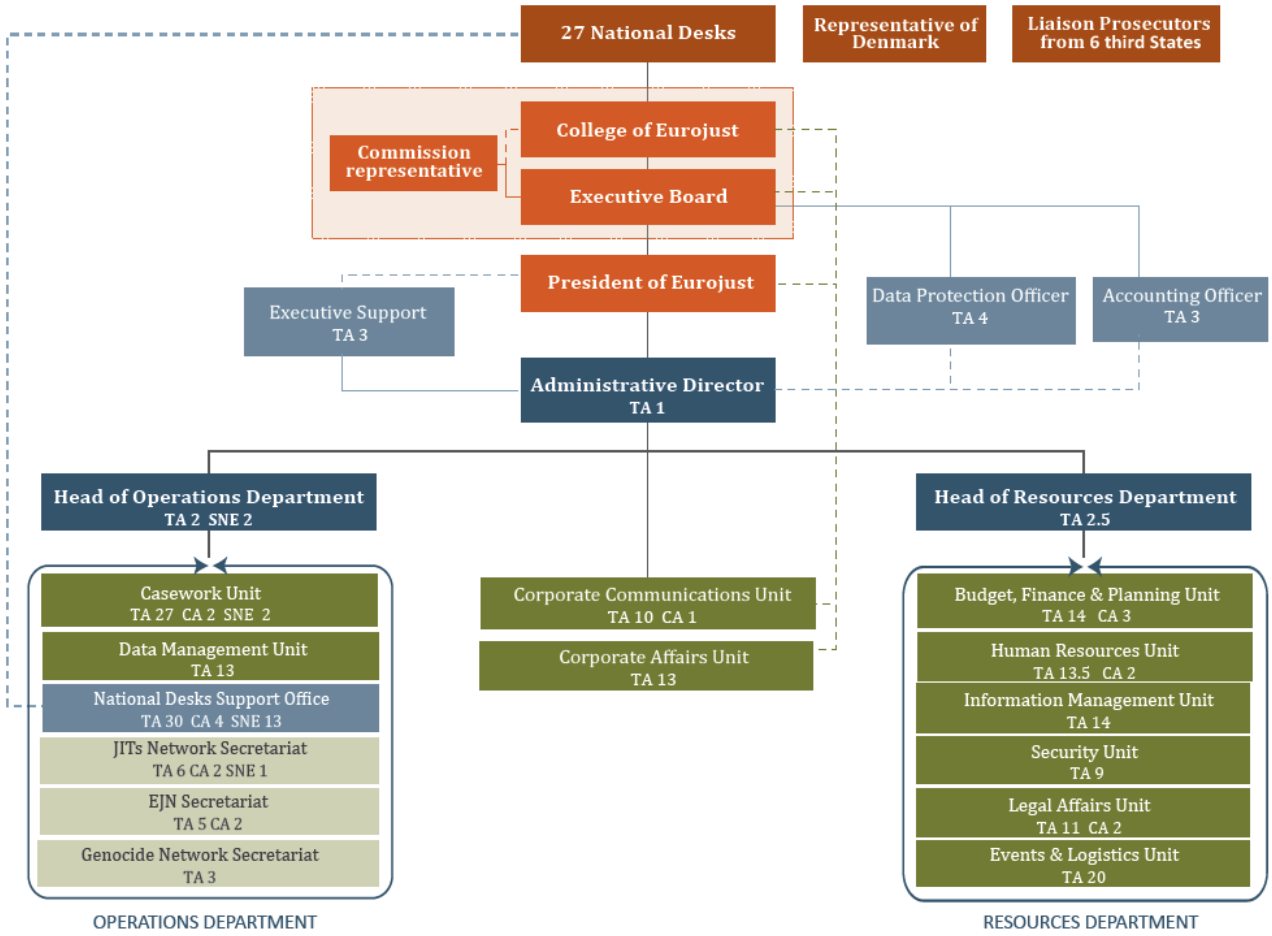
| Area | Workload driver | OAA affected | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|
| Casework | Number of new case referrals, incl. referrals from: | 1.1.1, 1.1.2, 1.1.3 | 3 317 | 3 892 | 4 200 | 4 753 |
| | (a) Member States (excl. Denmark) | 1.1.1, 1.1.2, 1.1.3 | 3 148 | 3 528 | 3 809 | 4 251 |
| | (b) Denmark | 1.1.1, 1.1.2, 1.1.3 | 60 | 46 | 53 | 55 |
| | (c) UK | 1.1.1, 1.1.2, 1.1.3 | 98 | 69 | 47 | 82 |
| | (d) Third States with a cooperation agreement | 1.1.1, 1.1.2, 1.1.3, 1.2.4 | 169 | 249 | 291 | 295 |
| | (e) EPPO | 1.1.1, 1.1.2, 1.1.3, 1.2.1 | N/A | N/A | N/A | 70 |
| | Number of cases ongoing from previous years | 1.1.1, 1.1.2, 1.1.3 | 3 337 | 3 912 | 4 599 | 4 807 |
| Case cross-matching [15] | Number of Art. 21 notifications | 1.1.1, 1.1.3 | 83 | 77 | 49 | 94 |
| | Number of verified links related to CTR | 1.1.1, 1.1.3, 2.2.1, 1.2.4 | N/A | N/A | N/A | p.m. |
| | Number of requests related to 'hit/no hit' | 1.1.1, 1.1.2, 1.1.3 | N/A | N/A | N/A | p.m. |
| Operational meetings | Number of organised/funded CMs for which: | 1.1.1 | 350 | 428 | 371 | 488 |
| | Percentage taking place abroad | 1.1.1 | 8% | 7% | 3% | 7% |
| | Number of external participants | 1.1.1 | 3 209 | 3 845 | 751 | 4 248 |
| | Number of organised/funded CCs | 1.1.1 | 17 | 27 | 19 | 29 |
| JITs | Budget available for JITs financial support | 1.1.1, 1.1.2 | EUR 1 442 M | EUR 1.442 M | EUR 1.942 M | EUR 1.942 M |
| | Number of JITs receiving operational support incl.: | 1.1.1 | 227 | 270 | 262 | 344 |
| | New JITs | 1.1.1 | 85 | 103 | 74 | 128 |

[15] For Art. 21 notifications, the projections are based on historical data; however, the new legislative and technical developments in the JHA area, particularly those foreseen in Commission's Communication on the Digitalisation of Justice may lead to a big increase of these notifications. For the other workload drivers, no projection can be made in the absence of historical data.

| Area | Workload driver | OAA affected | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|
| Case-work products | Deliverables in support of casework (incl. legal opinions, analyses and other products in support of CMs/CCs) | 1.1.1, 1.1.3 | 604 | 800 | 758 | 777 |
| Network meetings | Number of EJN secretariat meetings | 2.2.2 | 5 | 5 | 6 | 5 |
| | Number of JIT network secretariat meetings | 2.2.2 | 3 | 3 | 7 | 3 |
| | Number of Genocide network secretariat meetings | 2.2.2 | 4 | 4 | 3 | 4 |
| Other meetings | Number of other Eurojust meetings, incl. among others, meetings of the: | 1.1.2, 2.2.2, 3.2.2 | 6 | 5 | 3 | 7 |
| | EJCN | 1.1.2, 2.2.2, 3.2.2 | 2 | 2 | 2 | 2 |
| | Consultative Forum of Prosecutors General | 2.2.2, 3.2.2 | 1 | 1 | 0 | 1 |
| | Number of other ad hoc external meetings linked to the EU policy cycle hosted by Eurojust | 1.1.2, 2.1.1, 2.2.1, 2.2.2, 3.2.2 | 5 | 6 | 1 | 8 |
| Visits | Total number of hosted visits, of which: | 1.1.1, 2.2.2 | 228 | 240 | 46 | 245 |
| | (a) VIP visits | 1.1.1, 2.2.2 | 75 | 95 | 24 | 95 |
| | (b) Study visits | 2.2.2 | 100 | 76 | 9 | 80 |
| | (c) Other visits | 2.2.2 | 113 | 69 | 13 | 70 |
| Marketing tools | Number of national workshops | 1.1.1, 3.2.1 | 13 | 7 | 1 | 6 |
| | Number of press events | 3.2.1 | 2 | 4 | 3 | 4 |
| | Number of public outreach products | 3.2.1 | 44 | 413 | 570 | 500 |
| | Number of social media channels | 1.1.1, 2.2.2 | 2 | 2 | 3 | 3 |

# Annexes

## I. Organisational Chart[16]




[16] The figures are based on headcount as on 31 December 2019. With UK's withdrawal from the EU in February 2020, the number of National Desks reduced to 26.

# II. Resource Allocation per Activity

**Table 5 – Activity based budget view of AWP 2021** [17] [18]

| MAS 2019-2021 | | AWP 2021 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **MASO** | **SAA** | **Annual Activity** | **Objective of Annual Activity** | **FTE #** | **FTE costs** | **Non-staff costs** | **Total costs** | **FTE %** | **Budget %** |
| **1 – CASEWORK** *Eurojust functions as the European Union centre for international judicial cooperation and coordination between competent authorities in serious cross-border crime cases.* | **1(a) – Provide quick and qualitative support to competent authorities** | **1.1 –** Improve Eurojust's dynamic and quality support to judicial cooperation and coordination | **1.1.1 –** Support increase referral of quality cross-border crime cases, by offering comprehensive and tailor-made operational and legal expertise | 115.2 | 10 655 427 | 10 667 708 | 21 323 135 | 44.7% | 39.3% |
| | | | **1.1.2 –** Enhance consistency and efficiency in support to cases, by drawing lessons and best practices from casework | 26.7 | 2 426 441 | 1 292 134 | 3 718 575 | 10.3% | 6.9% |
| | | | **1.1.3 –** Enhance digitalisation in the JHA area, through information exchange and interoperability solutions | 13.5 | 1 273 045 | 11 354 038 | 12 627 084 | 5.2% | 23.3% |
| | **1(b) – Reinforce operational cooperation with key partners** | **1.2 –** Continue developing operational cooperation with Eurojust's main operational partners | **1.2.1 –** Develop operational cooperation with the EPPO | 2.4 | 230 557 | 114 824 | 345 381 | 0.9% | 0.6% |
| | | | **1.2.2 –** Further develop operation cooperation with Europol | 8.9 | 803 187 | 1 174 783 | 1 977 970 | 3.4% | 3.6% |
| | | | **1.2.3 –** Further develop operation cooperation with FRONTEX | 0.5 | 49 766 | 24 605 | 74 371 | 0.2% | 0.1% |
| | | | **1.2.4 –** Continue to develop operational cooperation with third States and international organisations | 4.3 | 386 046 | 205 864 | 591 910 | 1.6% | 1.1% |

[17] For the multi-annual objectives and activities, the actual use of resources in prior years is not available, due to the de-prioritisation of improvements in Eurojust's ABC processes and tools and particularly the temporary suspension of Eurojust's time recording tool in 2018.
[18] The 2021 resources include not only the authorised EU subsidy but also the additional contract staff that Eurojust plans to recruit in 2021 under Denmark's financial contribution.

| MAS 2019-2021 | | AWP 2021 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **MASO** | **SAA** | **Annual Activity** | **Objective of Annual Activity** | **FTE #** | **FTE costs** | **Non-staff costs** | **Total costs** | **FTE %** | **Budget %** |
| **2 – POLICY WORK** *Eurojust, as the EU centre of judicial and legal expertise, contributes to enhanced international judicial cooperation measures and criminal justice policy.* | **2(a) – Contribute to the EU internal security strategy and to measures concerning judicial cooperation in criminal matters** | **2.1 –** Provide advice and feedback on policy developments related to common internal security | **2.1.1 –** Enhance the judicial cooperation element in the EU policy cycle based on Eurojust's expertise in casework | 6.6 | 560 732 | 397 547 | 958 279 | 2.5% | 1.8% |
| | **2(b) – Reinforce strategic cooperation with key partners** | **2.2 –** Improve alignment in cooperation with key partners | **2.2.1 –** Increase synergies with EU Institutions and relevant JHA agencies and bodies | 10.9 | 1 038 683 | 785 942 | 1 824 625 | 4.2% | 3.4% |
| | | | **2.2.2 –** Further stimulate and explore the strategic involvement of the existing networks | 21.7 | 1 994 505 | 1 543 663 | 3 538 168 | 8.4% | 6.5% |

| MAS 2019-2021 | | AWP 2021 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **MASO** | **SAA** | **Annual Activity** | **Objective of Annual Activity** | **FTE #** | **FTE costs** | **Non-staff costs** | **Total costs** | **FTE %** | **Budget %** |
| **3 – ORGANISA-TIONAL DEVELOP-MENT** ***Eurojust is a dynamic and effective organisation.*** | **3(a) – Ensure effective organisatio-nal structure and processes** | **3.1 –** Improve Eurojust's organisational efficiency and ensure the smooth implementa-tion of the Regulation on Eurojust, as well as relations with the EPPO | **3.1.1 –** Ensure smooth implementation of the organisational changes stemming from the new Regulations on Eurojust and EPPO | 6.8 | 665 667 | 170 083 | 835 750 | 2.6% | 1.5% |
| | | | **3.1.2 –** Further improve Eurojust's organisational efficiency and flexibility to meet operational needs | 15.7 | 1 521 522 | 1 000 110 | 2 521 632 | 6.1% | 4.7% |
| | **3(b) – Ensure excellent communica-tion capacities** | **3.2 –** Efficiently use communi-cation capabilities to support operational and strategic goals | **3.2.1 –** Effectively communicate Eurojust's successes and added-value to stakeholders | 20.7 | 1 973 315 | 1 240 593 | 3 213 908 | 8.0% | 5.9% |
| | | | **3.2.2 –** Ensure organisational knowledge use, distribution and retention | 4.3 | 420 724 | 249 165 | 669 889 | 1.7% | 1.2% |

# III. Financial Resources

## *Revenues*

**Table 6 – Revenues overview**

| Revenues | 2020 | 2021 |
|---|---|---|
| | Estimated by the agency | Budget forecast |
| EU contribution | 41 546 678 | 43 797 699 |
| Other revenue[19] | p.m. | p.m. |
| **Total** | **41 546 678** | **43 797 699** |

**Table 7 – General revenues**

| Revenues | Executed 2019 | Estimated by the agency 2020 | 2021 | | VAR 2021 / 2020 (%) | Envisaged 2022 | Envisaged 2023 |
|---|---|---|---|---|---|---|---|
| | | | Agency request | Budget forecast | | | |
| 1. Revenue from fees and charges | 0 | 0 | 0 | 0 | 0% | 0 | 0 |
| 2. EU contribution [20] | 38 773 237 | 41 546 678 | 45 050 856 | 43 797 699 | 5.4% | 45 603 522 | 47 395 000 |
| *- Of which assigned revenue deriving from previous years' surpluses* | *462 678* | *359 504* | *952 693* | *952 693* | *165%* | *p.m.* | *p.m.* |
| 3. Third countries' contribution (incl. EEA/EFTA and candidate countries) | 0 | 0 | 0 | 0 | 0% | 0 | 0 |

[19] In 2020, Eurojust received other external assigned revenue related to:
(i) Denmark's financial contribution for 2019 and 2020 in the respective amounts of EUR 41 028 and EUR 810 471, in accordance with the cooperation agreement between Eurojust and the Kingdom of Denmark;
(ii) Additional EU funding for the EuroMed Justice programme in the amount of EUR 5 000 000, in accordance with the pre-financing provisions of the respective contribution agreement.
In 2021, Eurojust expects to receive other external assigned revenue related to:
(i) Denmark's contribution for the specific year in the approximate amount of EUR 1 M;
(ii) Additional EU funding from other grant, contribution and service-level agreements as presented in Annex XI.

[20] The figures for 2022-2023 do not include the payment appropriations that correspond to the additional commitment appropriations transferred to Eurojust in the course of 2021 (first and second amending budgets 2021). The respective payment appropriation schedule is subject to further consultation with the European Commission.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| *- Of which EEA/EFTA (excl. Switzerland)* | 0 | 0 | 0 | 0 | 0% | 0 | 0 |
| *- Of which candidate countries* | 0 | 0 | 0 | 0 | 0% | 0 | 0 |
| 4. Other contributions [21] | 0 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |
| 5. Administrative operations | 1 000 602 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |
| *- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)* | *1* | *p.m.* | *p.m.* | *p.m.* | *p.m.* | *p.m.* | *p.m.* |
| 6. Revenue from services rendered against payment | 0 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |
| 7. Correction of budgetary imbalances | 0 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |
| **Total** | **39 773 839** | **41 546 678** | **45 050 856** | **43 797 699** | **5.4%** | **45 603 522** | **47 395 000** |

**Table 8 – Additional EU funding from grant, contribution and service-level agreements [22]**

| Revenues | Executed 2019 | Estimated by the agency 2020 | 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
|---|---|---|---|---|---|---|---|
| | | | Agency request | Budget forecast | | | |
| Additional EU funding based on grant agreements (FFR Art. 7) | 0 | 0 | p.m. | p.m. | p.m. | p.m. | p.m. |

[21] In accordance with the cooperation agreement between Eurojust and the Kingdom of Denmark, Eurojust expects to receive a financial contribution from Denmark, calculated as a percentage of the total EU subsidy and treated as external assigned revenue.

[22] In 2020, Eurojust received additional EU funding for the EuroMed Justice programme in the amount of EUR 5 000 000, in accordance with the pre-financing provisions of the respective contribution agreement. In 2021-2023, additional EU funding will be received also from other grant, contribution and service-level agreements as shown in Annex XI.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Additional EU funding based on contribution agreements (FFR Art. 7) | 0 | 5 000 000 | p.m. | p.m. | p.m. | p.m. | p.m. |
| Additional EU funding based on service-level agreements (FFR Art. 43.2) | 0 | 0 | p.m. | p.m. | p.m. | p.m. | p.m. |
| **Total** | **0** | **5 000 000** | **p.m.** | **p.m.** | **p.m.** | **p.m.** | **p.m.** |

### *Expenditures*

Eurojust uses differentiated appropriations for JIT grants and the Digitalisation of Justice programme/ projects. For JIT grants, both the commitment and the payment appropriations equal EUR 1 942 000 in 2021. However, the payment appropriations use commitment appropriations of multiple years (i.e. EUR 1 042 000 from 2021, EUR 600 000 from 2020 and EUR 300 000 from 2019). For the Digitalisation of Justice programme/projects, the 2021 commitment and payment appropriations equal EUR 9 500 000 and EUR 0 respectively.

**Table 9 – Expenditures overview**

| Expenditures | 2020 | | 2021 | |
|---|---|---|---|---|
| | Commitment appropriations | Payment appropriations | Commitment appropriations | Payment appropriations |
| Title 1 – Staff expenditure[23] | 22 792 331 | 22 792 331 | 23 665 115 | 23 665 115 |
| Title 2 – Infrastructure and operating expenditure | 7 582 841 | 7 582 841 | 8 030 853 | 8 030 853 |
| Title 3 – Operational expenditure | 11 324 828 | 11 171 506 | 21 601 731 | 12 101 731 |
| Title 4 – Operational projects expenditure[24] | p.m. | p.m. | p.m. | p.m. |
| **Total** | **41 700 000** | **41 546 678** | **53 297 699** | **43 797 699** |

**Table 10 – Commitment appropriations**

| Expenditures | Commitment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| **Title 1 - Staff expenditure** | **21 822 773** | **22 792 331** | **25 218 442** | **23 665 115** | **3.8%** | **24 136 900** | **24 810 000** |
| Salaries & allowances | 20 930 149 | 21 832 949 | 24 192 524 | 22 639 197 | 3.7% | 23 005 500 | 23 582 500 |

[23] In 2020, Eurojust received Denmark's financial contributions for 2019 (EUR 41 028) and 2020 (EUR 810 471), in accordance with the cooperation agreement between Eurojust and the Kingdom of Denmark, and allocated them to Salaries and Allowances under Title 1. In 2021, Eurojust plans to follow a similar approach. Due to their nature as external assigned revenue, these funds are not included in the tables of the commitment and payment appropriations per budget chapter.

[24] Title 4 covers activities and projects funded through additional EU funding from grant, contribution and service-level agreements, as presented in Annex XI. Due to their nature as external assigned revenue, these funds are not included in the tables of the commitment and payment appropriations per budget chapter.

| Expenditures | Commitment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| *- Of which establishment plan posts* [25] | *20 930 149* | *21 832 949* | *24 102 524* | *22 549 197* | 3.3% | *22 914 500* | *23 491 500* |
| *- Of which external personnel* | *0* | *0* | *90 000* | *90 000* | | *91 000* | *91 000* |
| Expenditure relating to staff recruitment | 104 194 | 76 624 | 83 245 | 83 245 | 8.6% | 155 200 | 164 700 |
| Employer's pension contributions | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Mission expenses | 56 376 | 109 000 | 110 700 | 110 700 | 1.6% | 110 700 | 142 400 |
| Socio-medical infrastructure | 161 109 | 145 555 | 150 785 | 150 785 | 3.6% | 180 200 | 211 000 |
| Training | 334 879 | 355 000 | 355 000 | 355 000 | 0.0% | 355 500 | 362 500 |
| External services | 189 683 | 246 953 | 288 720 | 288 720 | 16.9% | 292 300 | 301 200 |
| Receptions, events and representation | 85 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Social welfare | 46 298 | 26 250 | 37 468 | 37 468 | 42.7% | 37 500 | 45 700 |
| Other staff-related expenditure | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| **Title 2 - Infrastructure and operating expenditure** | **7 467 561** | **7 582 841** | **7 530 853** | **8 030 853** | **5.9%** | **8 492 000** | **8 460 900** |
| Rental of buildings and associated costs | 5 738 450 | 6 128 330 | 6 062 279 | 6 062 279 | -1.1% | 6 131 100 | 6 315 600 |
| Information, communication technology and data processing | 1 450 291 | 1 230 438 | 1 233 033 | 1 733 033 | 40.8% | 2 120 500 | 1 883 400 |
| Movable property and associated costs | 137 759 | 80 173 | 99 090 | 99 090 | 23.6% | 101 100 | 118 100 |
| Current administrative expenditure | 57 832 | 56 000 | 61 018 | 61 018 | 9.0% | 62 300 | 65 500 |
| Postage/telecom-munications | 83 229 | 87 900 | 75 433 | 75 433 | -14.2% | 77 000 | 78 300 |
| Meeting expenses | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |

[25] This also includes expenditures for the European School.

| Expenditures | Commitment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| Running costs in connection with operational activities | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Information and publishing Studies | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Other infrastructure and operating expenditure | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| **Title 3 - Operational expenditure** | **9 697 533** | **11 324 828** | **12 301 561** | **21 601 731** | **90.7%** | **13 171 300** | **14 124 100** |
| Meetings, seminars, training and representation | 2 747 550 | 2 989 356 | 3 144 955 | 3 144 955 | 5.2% | 3 148 800 | 3 156 800 |
| Operational and experts missions | 1 479 319 | 1 921 415 | 2 348 752 | 2 148 922 | 11.8% | 2 158 400 | 2 201 100 |
| Public relations and publications | 371 264 | 548 452 | 724 642 | 724 642 | 32.1% | 816 000 | 1 044 800 |
| Data and documentation expenditure | 2 974 719 | 2 841 485 | 2 842 150 | 12 342 150 | 334.4% | 3 796 500 | 4 386 500 |
| Translation casework | 118 700 | 536 627 | 744 192 | 744 192 | 38.7% | 744 000 | 813 000 |
| EJN projects, meetings and representation expenses | 433 181 | 435 000 | 435 000 | 435 000 | 0.0% | 435 000 | 435 000 |
| JSB meetings and representation expenses | 25 498 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| JIT grants, meetings and other expenses | 1 486 586 | 1 991 678 | 2 000 870 | 2 000 870 | 0.5% | 2 008 000 | 2 020 300 |
| Genocide Network meetings and other expenses | 60 715 | 60 815 | 61 000 | 61 000 | 0.3% | 64 600 | 66 600 |
| **Title 4 – Operational projects expenditures** | **0** | **p.m.** | **p.m.** | **p.m.** | **p.m.** | **p.m.** | **p.m.** |
| Operational expenditure related to projects | 0 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |

| Expenditures | Commitment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| based on agreements | | | | | | | |
| **Total** | **38 987 867** | **41 700 000** | **45 050 856** | **53 297 699** | **27.8%** | **45 800 200** | **47 395 000** |

**Table 11 – Payment appropriations**

| Expenditures | Payment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| **Title 1 - Staff expenditure** | **21 780 848** | **22 792 331** | **25 218 442** | **23 665 115** | **3.8%** | **24 136 900** | **24 810 000** |
| Salaries & allowances | 20 930 149 | 21 832 949 | 24 192 524 | 22 639 197 | 3.7% | 23 005 500 | 23 582 500 |
| *- Of which establishment plan posts* [26] | *20 930 149* | *21 832 949* | *24 102 524* | *22 549 197* | *3.3%* | *22 914 500* | *23 491 500* |
| *- Of which external personnel* | *0* | *0* | *90 000* | *90 000* | | *91 000* | *91 000* |
| Expenditure relating to staff recruitment | 84 559 | 76 624 | 83 245 | 83 245 | 8.6% | 155 200 | 164 700 |
| Employer's pension contributions | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Mission expenses | 56 029 | 109 000 | 110 700 | 110 700 | 1.6% | 110 700 | 142 400 |
| Socio-medical infrastructure | 132 736 | 145 555 | 150 785 | 150 785 | 3.6% | 180 200 | 211 000 |
| Training | 285 075 | 355 000 | 355 000 | 355 000 | 0.0% | 355 500 | 362 500 |
| External services | 231 352 | 246 953 | 288 720 | 288 720 | 16.9% | 292 300 | 301 200 |
| Receptions, events and representation | 85 | 0 | 0 | 0 | 0% | 0 | 0 |
| Social welfare | 60 862 | 26 250 | 37 468 | 37 468 | 42.7% | 37 500 | 45 700 |
| Other staff-related expenditure | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| **Title 2 - Infrastructure and operating expenditure** | **7 741 917** | **7 582 841** | **7 530 853** | **8 030 853** | **5.9%** | **8 492 000** | **8 460 900** |

[26] This also includes expenditures for the European School.

| Expenditures | Payment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| Rental of buildings and associated costs | 6 000 113 | 6 128 330 | 6 062 279 | 6 062 279 | -1.1% | 6 131 100 | 6 315 600 |
| Information, communication technology and data processing | 1 530 123 | 1 230 438 | 1 233 033 | 1 733 033 | 40.8% | 2 120 500 | 1 883 400 |
| Movable property and associated costs | 69 444 | 80 173 | 99 090 | 99 090 | 23.6% | 101 100 | 118 100 |
| Current administrative expenditure | 68 448 | 56 000 | 61 018 | 61 018 | 9.0% | 62 300 | 65 500 |
| Postage/telecom-munications | 73 788 | 87 900 | 75 433 | 75 433 | -14.2% | 77 000 | 78 300 |
| Meeting expenses | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Running costs in connection with operational activities | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Information and publishing | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Studies | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Other infrastructure and operating expenditure | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| **Title 3 - Operational expenditure** | **10 400 306** | **11 171 506** | **12 301 561** | **12 101 731** | **6.9%** | **13 171 300** | **14 124 100** |
| Meetings, seminars, training and representation | 2 798 971 | 2 989 356 | 3 144 955 | 3 144 955 | 5.2% | 3 148 800 | 3 156 800 |
| Operational and experts missions | 1 496 751 | 1 921 415 | 2 348 752 | 2 148 922 | 11.8% | 2 158 400 | 2 201 100 |
| Public relations and publications | 341 561 | 548 452 | 724 642 | 724 642 | 32.1% | 816 000 | 1 044 800 |
| Data and documentation expenditure [27] | 3 570 352 | 2 841 485 | 2 842 150 | 2 842 150 | 0.0% | 3 796 500 | 4 386 500 |
| Translation casework | 140 159 | 536 627 | 744 192 | 744 192 | 38.7% | 744 000 | 813 000 |

[27] The figures for 2022-2023 do not include the payment appropriations that correspond to the additional commitment appropriations transferred to Eurojust in the course of 2021 (first and second amending budgets 2021). The respective payment appropriation schedule is subject to further consultation with the European Commission.

| Expenditures | Payment appropriations | | | | | | |
|---|---|---|---|---|---|---|---|
| | Executed 2019 | Budget 2020 | Budget 2021 | | VAR 2021/ 2020 (%) | Envisaged 2022 | Envisaged 2023 |
| | | | Agency request | Budget forecast | | | |
| EJN projects, meetings and representation expenses | 539 016 | 435 000 | 435 000 | 435 000 | 0.0% | 435 000 | 435 000 |
| JSB meetings and representation expenses | 25 499 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| JIT grants, meetings and other expenses | 1 424 661 | 1 838 356 | 2 000 870 | 2 000 870 | 8.8% | 1 811 322 | 2 020 300 |
| Genocide Network meetings and other expenses | 63 335 | 60 815 | 61 000 | 61 000 | 0.3% | 64 600 | 66 600 |
| **Title 4 – Operational projects expenditures** | **0** | **p.m.** | **p.m.** | **p.m.** | **p.m.** | **p.m.** | **p.m.** |
| Operational expenditure related to projects based on agreements | 0 | p.m. | p.m. | p.m. | p.m. | p.m. | p.m. |
| **Total** | **39 923 071** | **41 546 678** | **45 050 856** | **43 797 699** | **5.4%** | **45 603 522** | **47 395 000** |

### *Budget Outturn*

**Table 12 – Budget outturn**

| Budget outturn | 2017 | 2018 | 2019 |
|---|---|---|---|
| Reserve from the previous years' surplus (+) | 0 | 0 | 0 |
| Revenue actually received (+) | 49 332 605 | 38 394 478 | 39 773 839 |
| Payments made (-) | -41 285 625 | -34 730 296 | -35 360 535 |
| Carry-over of appropriations (-) | -8 232 124 | -4 817 747 | -3 714 964 |
| Cancellation of appropriations carried over (+) | 448 452 | 333 759 | 225 810 |
| Adjustment for carry-over of assigned revenue appropriation from previous year (+) | 200 013 | 1 179 678 | 29 401 |
| Exchange rate differences (+/-) | -643 | -368 | -858 |
| Adjustment for negative balance from previous year (-) | 0 | 0 | 0 |
| **Total** | **462 678** | **359 504** | **952 693** |

The 2019 budget outturn reflects EUR 682 604 of returned re-delivery costs of Eurojust's old premises as well as the cancellation of appropriations explained as follows.

- *2019 C1 (EUR 45 335)*: The budget execution rate for 2019 was 99.88% (compared to 99.94% in 2018). The cancellation of commitment appropriations remained low at EUR 45 335 (only

0.12% of the 2019 budget). These cancellations concerned the difference between the estimates and actual requests for reimbursements (EUR 20 K for CMs and EUR 6 K for administrative missions).

- *2019 C2 (EUR 575):* The cancellations of JIT grant C2 payment appropriations were only 0.78%.
- *2019 C8 (EUR 225 235):* The cancellations of carried-over non-differentiated (payment) appropriations to 2019 reflected lower than estimated expenditures for CMs and other Eurojust meetings (EUR 78 K), ICT projects (EUR 49 K) and ICT infrastructure (EUR 12 K).
- *Commitments stemming from differentiated appropriations (EUR 95 984):* This amount concerns commitments related to JIT grants, which stemmed from 2017 commitment appropriations and were (re)used for awards in 2017 and 2018. The claims related to them were reimbursed until the end of 2019 at lower levels than the initial awards to the beneficiaries and after that point use of these funds for new awards was not permitted.

# IV. Human Resources – Quantitative

**Table 13 – Statutory staff occupying an establishment plan post [28]**

| Type | 2019 | | | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|---|
| | Autho-rised | Filled | Occu-pancy rate % | Autho-rised | Envisaged | Envisaged | Envisaged |
| Administrators (AD) | 101 | 80 | 79% | 100 | 100 | 100 | 100 |
| Assistants (AST) | 107 | 124 | 115% | 107 | 107 | 107 | 107 |
| Assistants/Secre-taries (AST/SC) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **208** | **204** | **98%** | **207** | **207** | **207** | **207** |

**Table 14 – Statutory staff and SNE not occupying an establishment plan post [29]**

| Type | 2019 | | | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|---|
| | Planned | Engaged | Engage-ment rate % | Planned | Envisaged | Envisaged | Envisaged |
| Contract staff | 16 | 16.2 | 100% | 16 | 30 | 30 | 30 |
| SNE | 21 | 16.5 | 79% | 21 | 21 | 21 | 21 |
| **Total** | **37** | **33.5** | **89.5%** | **37** | **51** | **51** | **51** |

**Table 15 – Other non-statutory post-holders [30]**

| Type | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| | Engaged | Envisaged | Envisaged | Envisaged | Envisaged |
| National Desks | 81 | 87 | 87 | 87 | 87 |
| Denmark's representatives | 3 | 3 | 3 | 3 | 3 |
| UK participants | N/A | 3 | N/A | N/A | N/A |
| LPs from third States | 9 | 12 | 16 | 16 | 16 |
| **Total** | **93** | **105** | **106** | **106** | **106** |

[28] The 2019 figures are based on headcount as on 31 December when: 17 AD posts were filled by AST post-holders.
[29] The 2019 figures indicate the average FTE throughout the year. During 2019, 3 SNEs were cost-free and 1 SNE was not entitled to allowances, thus they are not counted. To mitigate the impact of resource constraints and related negative priorities, Eurojust plans to recruit in 2021 up to 14 additional contract staff in excess of the 16 covered by prior years' budgets through Denmark's financial contribution for the specific year.
[30] The figures include also post-holders not stationed in the Hague and exclude Denmark from the national desks due to the country's opt-out from the EJR. The 2019 figures are based on headcount as on 31 December and concern 6 LP countries (Montenegro, North Macedonia, Norway, Switzerland, Ukraine and United States of America). The UK is reflected under national desks for 2020 and under LP countries for 2021-2023.

**Table 16 – Additional external staff and SNE financed from grant, contribution or service-level agreements[31]**

| Type | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| | Engaged | Planned | Envisaged | Envisaged | Envisaged |
| Contract staff | 0 | 2.6 | p.m. | p.m. | p.m. |
| SNE | 0 | 0 | p.m. | p.m. | p.m. |
| **Total** | **0** | **2.6** | **p.m.** | **p.m.** | **p.m.** |

**Table 17 – External service providers[32]**

| Type of provider | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| | Engaged | Envisaged | Envisaged | Envisaged | Envisaged |
| Structural service providers | 24.95 | 35 | 41.8 | 42 | 41 |
| Interim workers | 0 | 0 | 1 | 1 | 1 |
| **Total** | **24.95** | **35** | **42.8** | **43** | **42** |

**Table 18 – Multi-annual staff policy plan[33]**

| Function group and grade | 2019 | | | | 2020 | | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Authorised | | Filled | | Authorised | | Envisaged | | Envisaged | | Envisaged | |
| | Perm. posts | Temp. posts | Perm. posts | Temp. posts | Perm. posts | Temp. posts | Perm. posts | Temp. posts | Perm. posts | Temp. posts | Perm. posts | Temp. posts |
| AD 16 | | | | | | | | | | | | |
| AD 15 | | | | | | | | | | | | |
| AD 14 | | 1 | | 1 | | 1 | | 1 | | 1 | | 1 |
| AD 13 | | 1 | | | | 1 | | 1 | | 1 | | 1 |
| AD 12 | | | | | | 1 | | 1 | | 2 | | 2 |
| AD 11 | | 5 | | 2 | | 5 | | 5 | | 7 | | 7 |
| AD 10 | | 12 | | 4 | | 12 | | 12 | | 14 | | 14 |
| AD 9 | | 22 | | 15 | | 22 | | 22 | | 23 | | 23 |
| AD 8 | | 21 | | 16 | | 21 | | 21 | | 25 | | 25 |
| AD 7 | | 32 | | 16 | | 29 | | 29 | | 20 | | 20 |
| AD 6 | | 4 | | 18 | | 2 | | 2 | | 4 | | 4 |
| AD 5 | | 3 | | 8 | | 6 | | 6 | | 3 | | 3 |
| AD total | 0 | 101 | 0 | 80 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 |
| AST 11 | | | | | | | | | | | | |
| AST 10 | | | | | | | | | | | | |

[31] The 2019 figures indicate the average FTE throughout the year. Annex XI elaborates further the figures per project.
[32] The 2019 figures indicate the average FTE throughout the year.
[33] The 2019 figures are based on headcount as on 31 December when: (i) In accordance with Art. 38(2) of the Eurojust Financial Regulation, 2 appointments were made to offset the effects of part-time work (loss of 4 FTE in 2019). (ii) 2 temporary staff were on unpaid leave, however only 1 is counted as filled in accordance with Art. 13(1) of College Decision 2016-11 on unpaid leave measures. The 2022-2023 figures include provisions based on the reclassification percentages per category and grade.

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| AST 9 | | 1 | | 1 | | 1 | | 1 | | 1 | | 1 |
| AST 8 | | | | | | | | | | 1 | | 1 |
| AST 7 | | 1 | | | | 1 | | 1 | | 1 | | 1 |
| AST 6 | | 5 | | 7 | | 5 | | 5 | | 17 | | 17 |
| AST 5 | | 52 | | 24 | | 52 | | 52 | | 54 | | 54 |
| AST 4 | | 48 | | 33 | | 48 | | 48 | | 33 | | 33 |
| AST 3 | | | | 42 | | | | | | | | |
| AST 2 | | | | 16 | | | | | | | | |
| AST 1 | | | | 1 | | | | | | | | |
| AST total | 0 | 107 | 0 | 124 | 0 | 107 | 0 | 107 | 0 | 107 | 0 | 107 |
| AST/SC 6 | | | | | | | | | | | | |
| AST/SC 5 | | | | | | | | | | | | |
| AST/SC 4 | | | | | | | | | | | | |
| AST/SC 3 | | | | | | | | | | | | |
| AST/SC 2 | | | | | | | | | | | | |
| AST/SC 1 | | | | | | | | | | | | |
| AST/SC total[34] | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 208 | 0 | 204 | 0 | 207 | 0 | 207 | 0 | 207 | 0 | 207 |
| **Grand total** | **208** | | **204** | | **207** | | **207** | | **207** | | **207** | |

**Table 19 – Contract staff plan[35]**

| Function group | 2019 | | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|
| | Planned | Engaged | Planned | Envisaged | Envisaged | Envisaged |
| IV | 6 | 2 | 4 | 12 | 12 | 12 |
| III | 5 | 7 | 8 | 11 | 11 | 11 |
| II | 5 | 8 | 4 | 7 | 7 | 7 |
| I | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **16** | **17** | **16** | **30** | **30** | **30** |

**Table 20 – SNE plan[36]**

| | 2019 | | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|
| | Planned | Engaged | Planned | Envisaged | Envisaged | Envisaged |
| SNE | 21 | 18 | 21 | 21 | 21 | 21 |
| **Total** | **21** | **18** | **21** | **21** | **21** | **21** |

[34] 3 AST/SC posts have been identified but are currently occupied by AST post-holders.
[35] The 2019 figures are based on headcount as on 31 December.
[36] The 2019 figures are based on headcount as on 31 December when: 3 SNEs were cost-free and 1 SNE was not entitled to allowances, thus they are not counted.

**Table 21 – Recruitment forecasts for 2021**

| Job title | Number per type of contract (official, temporary or contract staff) | | Function group/grade of recruitment for official/ temporary staff | Function group of recruitment for contract staff |
|---|---|---|---|---|
| | Due to foreseen retirement/ mobility | New posts requested due to additional tasks | Internal (brackets) and external (single grade) foreseen for publication | |
| ICT officer | 1 temporary staff | | AST1-9 (internal)<br>AST4 (external) | |
| National Desk assistant | 2 temporary staff | | AST1-9 (internal)<br>AST3 (external) | |

**Table 22 – Interagency mobility from and to the agency[37]**

| Type | Entries | From agencies | Exits | To agencies |
|---|---|---|---|---|
| Temporary staff | 12 | 8 | 15 | 6 |
| Contract staff | 5 | 0 | 0 | 0 |
| **Total** | **17** | **8** | **15** | **6** |

[37] The figures reflect the number of staff joining or exiting the agency during 2019.

# V. Human Resources – Qualitative

**Table 23 – Recruitment implementing rules in place**

| Subject | Model decision | Yes | No | If no, which other implementing rules are in place |
|---|---|---|---|---|
| Engagement of CA | Model decision C(2019)3016 | √ | | |
| Engagement of TA | Model decision C(2015)1509 | √ | | |
| Middle management | Model decision C(2018)2542 | √ | | |
| Type of posts | Model decision C(2018)8800 | √ | | |

**Table 24 – Appraisal and reclassification/promotion implementing rules in place**

| Subject | Model decision | Yes | No | If no, which other implementing rules are in place |
|---|---|---|---|---|
| Reclassification of TA | Model Decision C(2015)9560 | √ | | |
| Reclassification of CA | Model Decision C(2015)9561 | √ | | |

**Table 25 – Reclassification of temporary staff/promotion of officials**

| Grade | Average seniority in grade among reclassified staff | | | | | Actual average over 5 years | Average over 5 years as per Staff Regulations |
|---|---|---|---|---|---|---|---|
| | 2016[38] | 2017 | 2018 | 2019 | 2020 | | |
| AD5 | 4.08 | N/A | N/A | 4.21 | N/A | 4.15 | 2.8 |
| AD6 | 4.42 | 3.44 | 2.97 | 3.13 | 3.31 | 3.45 | 2.8 |
| AD7 | 4.42 | 3.19 | 2 | 3 | 3.11 | 3.14 | 2.8 |
| AD8 | 4.63 | 3.75 | 4.19 | 3.88 | 4.48 | 4.19 | 3 |
| AD9 | N/A | 3.67 | N/A | N/A | 3 | 3.34 | 4 |
| AD10 | 5 | 5 | N/A | 3 | 5 | 4.5 | 4 |
| AD11 | N/A | N/A | N/A | N/A | N/A | N/A | 4 |
| AD12 | N/A | N/A | N/A | N/A | N/A | N/A | 6.7 |
| AD13 | N/A | N/A | N/A | N/A | N/A. | N/A | 6.7 |
| AST1 | N/A | N/A | N/A | N/A | N/A | N/A | 3 |
| AST2 | 4.33 | 3.43 | 3.53 | 2.16 | 2.06 | 3.10 | 3 |
| AST3 | 4.85 | 2.60 | 2.83 | 4.42 | 3.72 | 3.68 | 3 |
| AST4 | 3.93 | 3.62 | 3.58 | 3.40 | 3.03 | 3.51 | 3 |
| AST5 | N/A | N/A | 2 | 3.25 | 2.66 | 2.64 | 4 |
| AST6 | N/A | N/A | N/A | N/A | 2 | 2 | 4 |
| AST7 | N/A | N/A | N/A | N/A | N/A | N/A | 4 |
| AST8 | N/A | N/A | N/A | N/A | N/A | N/A | 4 |
| AST9 | N/A | N/A | N/A | N/A | N/A | N/A | N/A |

[38] Reclassification under point system

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| AST10 | N/A | N/A | N/A | N/A | N/A | N/A | 5 |
| AST/SC1 | N/A | N/A | N/A | N/A | N/A | N/A | 4 |
| AST/SC2 | N/A | N/A | N/A | N/A | N/A | N/A | 5 |
| AST/SC3 | N/A | N/A | N/A | N/A | N/A | N/A | 5.9 |
| AST/SC4 | N/A | N/A | N/A | N/A | N/A. | N/A | 6.7 |
| AST/SC5 | N/A | N/A | N/A | N/A | N/A | N/A | 8.3 |

**Table 26 – Reclassification of contract staff**

| Function Group | Grade | Staff in activity on 1/1/ 2018 | Staff reclassified in 2019 | Average seniority in the grade among reclassified staff | |
|---|---|---|---|---|---|
| | | | | Actual average number of years | Average number of years as per decision C(2015)9561 |
| IV | 17 | 0 | 0 | N/A | 6-10 |
| | 16 | 0 | 0 | N/A | 5-7 |
| | 15 | 2 | 0 | N/A | 4-6 |
| | 14 | 0 | 0 | N/A | 3-5 |
| | 13 | 0 | 0 | N/A | 3-5 |
| III | 11 | 0 | 0 | N/A | 6-10 |
| | 10 | 1 | 0 | N/A | 5-7 |
| | 9 | 2 | 0 | N/A | 4-6 |
| | 8 | 2 | 0 | N/A | 3-5 |
| II | 6 | 2 | 0 | N/A | 6-10 |
| | 5 | 3 | 0 | N/A | 5-7 |
| | 4 | 3 | 0 | N/A | 3-5 |
| I | 2 | 0 | 0 | N/A | 6-10 |
| | 1 | 0 | 0 | N/A | 3-5 |

**Table 27 – Implementing rules foreseen for adoption in 2021**

| Subject | Model decision |
|---|---|
| Absences as a result of sickness or accident | Commission Decision on absences as a result of sickness or accident |
| Sexual and psychological harassment | Commission Decision on prevention against sexual and psychological harassment |
| Leave | Commission Decision amending Decision C(2013) 9051 of 16 December 2013 on leave |
| Transfer of pension rights | Commission Decision amending the Commission Decision C(2011)1278 of 3 March 2011 on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights |

**Table 28 – Gender representation among temporary and contract staff**

| Gender | Staff category | Official | | Temporary | | Contract | | Total | |
|---|---|---|---|---|---|---|---|---|---|
| | | Number | % | Number | % | Number | % | Number | % |
| Female | AD - FG IV | | | 48 | 34 | 2 | 15 | 50 | 32 |
| | AST - AST/SC - FG I/II/III | | | 93 | 66 | 11 | 85 | 104 | 68 |
| | Total | 0 | 0 | 141 | 69 | 13 | 76 | 154 | 70 |
| Male | AD - FG IV | | | 32 | 51 | 0 | 0 | 32 | 48 |
| | AST - AST/SC - FG I/II/III | | | 31 | 49 | 4 | 100 | 35 | 52 |
| | Total | 0 | 0 | 63 | 31 | 4 | 24 | 67 | 30 |
| **Grand total** | | **0** | **0** | **204** | **100** | **17** | **100** | **221** | **100** |

**Table 29 – Gender evolution in middle and senior management posts**

| Gender | 2015 | | 2019 | |
|---|---|---|---|---|
| | Number | % | Number | % |
| Female | 3 | 38 | 6 | 46 |
| Male | 5 | 62 | 7 | 54 |

**Table 30 – Geographical balance among temporary and contract staff**

| Nationality | Staff in AD and FG IV categories | | Staff in AST, AST/SC and Function Group I/II/III categories | | Total | |
|---|---|---|---|---|---|---|
| | Number | % of staff in above categories | Number | % of staff in above categories | Number | % of total staff |
| Austria | 1 | 1.22% | 2 | 1.44% | 3 | 1.36% |
| Belgium | 4 | 4.88% | 6 | 4.32% | 10 | 4.52% |
| Bulgaria | 3 | 3.66% | 7 | 5.04% | 10 | 4.52% |
| Croatia | 0 | 0.00% | 2 | 1.44% | 2 | 0.90% |
| Cyprus | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Czech Republic | 2 | 2.44% | 2 | 1.44% | 4 | 1.81% |
| Denmark | 0 | 0.00% | 2 | 1.44% | 2 | 0.90% |
| Estonia | 4 | 4.88% | 1 | 0.72% | 5 | 2.26% |
| Finland | 2 | 2.44% | 6 | 4.32% | 8 | 3.62% |
| France | 4 | 4.88% | 5 | 3.60% | 9 | 4.07% |
| Germany | 5 | 6.10% | 6 | 4.32% | 11 | 4.98% |
| Greece | 5 | 6.10% | 7 | 5.04% | 12 | 5.43% |
| Hungary | 1 | 1.22% | 3 | 2.16% | 4 | 1.81% |
| Ireland | 1 | 1.22% | 1 | 0.72% | 2 | 0.90% |
| Italy | 8 | 9.76% | 12 | 8.63% | 20 | 9.05% |

| | | | | | | |
|---|---|---|---|---|---|---|
| Latvia | 3 | 3.66% | 3 | 2.16% | 6 | 2.71% |
| Lithuania | 1 | 1.22% | 4 | 2.88% | 5 | 2.26% |
| Luxembourg | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Malta | 0 | 0.00% | 1 | 0.72% | 1 | 0.45% |
| Netherlands | 11 | 13.41% | 26 | 18.71% | 37 | 16.74% |
| Poland | 2 | 2.44% | 3 | 2.16% | 5 | 2.26% |
| Portugal | 1 | 1.22% | 3 | 2.16% | 4 | 1.81% |
| Romania | 7 | 8.54% | 13 | 9.35% | 20 | 9.05% |
| Slovak Republic | 0 | 0.00% | 4 | 2.88% | 4 | 1.81% |
| Slovenia | 2 | 2.44% | 5 | 3.60% | 7 | 3.17% |
| Spain | 10 | 12.20% | 10 | 7.19% | 20 | 9.05% |
| Sweden | 4 | 4.88% | 2 | 1.44% | 6 | 2.71% |
| United Kingdom | 1 | 1.22% | 3 | 2.16% | 4 | 1.81% |
| **Total** | **82** | **100%** | **139** | **100%** | **221** | **100%** |

**Table 31 – Evolution of most represented nationalities among temporary and contract staff**

| Most represented nationality | 2015 | | 2019 | |
|---|---|---|---|---|
| | Number | % | Number | % |
| Netherlands | 33 | 14 | 37 | 17 |
| Italy | 22 | 10 | 20 | 9 |
| Spain | 20 | 9 | 20 | 9 |
| Romania | 19 | 8 | 20 | 9 |
| **Total** | **94** | **41** | **97** | **44** |

**Table 32 – Schooling**

| Agreement in place with the European School(s) of: | The Hague | | | |
|---|---|---|---|---|
| Contribution agreements with Commission on type I European schools | Yes | | No | √ |
| Contribution agreements with Commission on type II European schools | Yes | √ | No | |
| Number of service contracts in place with international schools: | N/A | | | |
| Description of any other solutions or actions in place: | International education facilities in the Hague include the International school of the Hague as well as the American, British, French and German schools. | | | |

# VI. Environmental Management

Eurojust aims to become an ISO 14001/EMAS certified organisation. With this certification, it will be able to calculate its carbon footprint and $CO_2$ emissions and take measures to reduce them.

Eurojust is part of the EU Greening Network that discusses issues related to the EMAS certification and environmental management in EU organisations.

Eurojust aims to embrace green procurement in all its tender procedures. It focuses on balancing sustainability and cost aspects in its contracts, by taking specific measures such as increasing use of sustainable products in cleaning and catering contracts.

The Eurojust building received the sustainability label "very good"[39], based on:

- Sustainable demolition of the previous building on the site of the new premises;
- Use of ground water for cooling and heating the building;
- Maximum insulation of the building's shell in order to optimise climate control;
- Use of recycled materials for construction purposes;
- Promotion of public transport for business travel and commuting; and
- Installation of videoconferencing with the aim of reducing business travel.

Eurojust monitors the energy and water consumption trends with the aim to adjust practices and reduce consumption. Furthermore, the agency strives to reduce the amount of the waste it generates by using recycled and reusable items and promoting the use of electronic alternatives to paper. In 2019, Eurojust started using recycled paper for copying and printing and ensured that all office supplies are manufactured from recycled products.

In the roadmap to EMAS certification, Eurojust plans to:

- Publish an environmental policy;
- Offer training to increase awareness amongst its staff members;
- Increase internal communication on sustainability; and
- Publish an annual report on its environmental performance.

[39] Through a third party assessment and certification of the building's environmental, social and economic sustainability performance

# VII. Building Policy

**Table 33 – Building policy current situation and outlook**

| Building name and type | Eurojust Premises | | | |
|---|---|---|---|---|
| Location/address | Johan de Wittlaan 9<br>2517JR The Hague<br>The Netherlands | | | |
| Surface area (square meters) | 28 508 m² (as per page 5 of lease agreement, Article 2, point 3) | | | |
| Of which office space | 20 231 m² (office and conference facilities) | | | |
| Of which non office space | 8 277 m² (underground parking) | | | |
| Annual rent | EUR 2 814 986 | | | |
| Type and duration of lease agreement | 20 years as of date of delivery (24 March 2017) | | | |
| Breakout clause | Yes | √ | No | |
| Conditions attached to the breakout clause | The lease agreement may be terminated:<br>a. At any time by mutual consent of the Parties; or<br>b. At any moment by the Lessee if a decision is made to transfer the headquarters of the Lessee to a city other than the Hague, taking into account a notice period of 6 months. | | | |
| Host country grant or support | The host state provided and financed the custom made building and facilitates Eurojust's participation in host state contracts for utilities supply (Green energy).<br>The host state estimates an annual rent of EUR 5 527 028, based on the total investment of EUR 108 M, representing an annual saving of EUR 2 712 042 for Eurojust. | | | |
| Present value of the building | N/A | | | |
| Other comments | • 562 possible workplaces on office floors<br>• 158 departmental meeting seats on office floors<br>• 380 operational/conference meeting seats<br>• 23 interpretation booths in conference area<br>• 55 seats in training and interview rooms and business centre<br>• All operational meeting rooms equipped with videoconference capabilities<br>• 219 restaurant seats<br>• 275 underground parking spaces<br>• 170 indoor bicycle spots | | | |

# VIII. Privileges and Immunities

**Table 34 – Privileges applicable to the agency and its staff**

| Agency privileges | Privileges granted to staff | |
|---|---|---|
| | Protocol of privileges and immunities/diplomatic status | Education/day care |
| 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 Protocol No.7 annexed to the EU Treaty.<br>Within the scope of its official activities, Eurojust is exempt, inter alia, 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 and, tax on water mains.<br>The Host State authorities shall ensure that the Headquarters is supplied with electricity, water, sewerage, gas, post, telephone, telegraph, local transportation, drainage, collection of refuse, fire protection and snow removal from public streets.<br>The Dutch Government shall permit Eurojust to communicate freely without the need for special permission and to dispatch and receive official correspondence by courier or in sealed bags which shall have the same privileges and immunities as diplomatic couriers and bags. | 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 Protocol No.7 annexed to the EU Treaty. Two different regimes apply:<br>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 and benefit from certain VAT exemptions and, exemption from excise duties for alcoholic beverages, tobacco and fuel.<br>'AO' status also provides for exemption from tax on cars and motorcycles (BPM) and road tax (MRB) for two cars registered on the post-holder's name at the same time.<br>Eurojust post-holders are exempted from VAT for the purchase of cars. Eurojust staff members are exempted from Dutch income tax and from all compulsory contributions to the social security organisations of the Netherlands.<br>Additional exemptions include duties in relation to water authority charges, municipal tax on second homes, dog licences and tax for installations on public land or water. | Eurojust staff receive education allowances for school fees. Staff has to pay for the education of its children.<br>As a courtesy of the Host State, Eurojust post-holders may request the Dutch subsidy for the reimbursement of a percentage of daycare and after-school care costs of accredited centres.<br>Eurojust reimburses in full the tuition fees of staff whose children are studying at the European School in The Hague. |

# IX. Evaluations

### *External Evaluations*

The College of Eurojust commissioned an independent external evaluation of the implementation of the 2008 Council Decision on Eurojust and the activities carried out by the agency.

The evaluation was conducted by an external consulting firm from September 2014 to June 2015 and resulted in several recommendations for Eurojust's consideration and implementation. These were all implemented by the end of 2018.

Following the entry into force of the EJR as of 12 December 2019 and as foreseen in Article 69, by 13 December 2024 the Commission is expected to commission an evaluation of the implementation and impact of the EJR, and the effectiveness and efficiency of Eurojust and its working practices.

### *Internal Monitoring and Evaluation*

Eurojust's internal monitoring and evaluation framework is built upon three levels of KPIs:

- The multi-annual organisational KPIs linked to the MAS (see Section II for 2021-2023);
- The annual organisational KPIs linked to AWP of a specific year (see Section III for 2021); and
- The annual unit KPIs linked to the yearly work plans of the specific organisational entities.

In 2019-2020 and as follow up to the audit and discharge processes, Eurojust conducted a substantive review of its KPI framework and took specific initiatives to improve it. Most notably, these included:

- The introduction of a new process to review and reconfirm the annual KPIs prior to the final budget and AWP adoption and thereby ensure that all remain Relevant, Accepted, Credible, Easy (to measure and monitor) and Robust (RACER);
- Refocusing the KPI setting process from simpler indicators based mainly on outputs to more advanced ones related to results;
- Improvements in collecting and presenting KPI data through interim reports to facilitate ABM and prioritisation decisions; and
- The organisation of awareness raising sessions for internal units and stakeholders, to strengthen engagement and ownership of the internal KPI monitoring and evaluation processes.

# X. Organisational Management and Internal Control

### *Internal Control Framework*

Eurojust adopted the agency's revised ICF on 10 December 2019, based on the Commission's ICF of April 2017. The revised ICF enables Eurojust to achieve its objectives through a consistent performance management approach and provides reasonable assurance of:

- Effectiveness, efficiency and economy of operations;
- Reliability of reporting;
- Safeguarding of assets and information;
- Prevention, detection, correction and follow-up of fraud and irregularities; and
- Adequate management of risks relating to the legality and regularity of financial transactions, taking into account the multiannual character of programmes.

Shifting to a principle-based approach, the ICF consists of five Components and seventeen Principles, allowing flexibility for management and the organisational entities to adapt to their specific context, while ensuring a consistent implementation and assessment reporting thereof.

The ICF Components[40] are interrelated and must be present and functioning at all levels of the organisation. The Principles underpinning each component are further specified through baseline requirements, providing guidance on actions to be implemented for the internal controls to be considered effective. These constitute the minimum standards referred to in Article 45 of the Eurojust Financial Regulation.

As of January 2020, the implementation of the revised ICF is continuously monitored and reported upon at least once per year through the Consolidated Annual Activity Report.

### *Anti-fraud Strategy*

As per Article 16(3)(b) of the EJR, the Executive Board shall adopt an anti-fraud strategy for Eurojust proportionate to the fraud risks, taking into account the costs and benefits of the measures to be implemented and based on a draft prepared by the Administrative Director. Therefore, Eurojust adopted its current anti-fraud strategy on 15 June 2020, revising the previous one of 6 November 2018.

### *Risk Management*

The Eurojust Risk Management Policy, adopted by the Administrative Director on 18 October 2018, and fully implemented since 2019, foresees the annual preparation of a risk management register and plan, taking into consideration the risks identified by the organisational entities in the respective unit plans.

[40] Control environment, Risk assessment, Control activities, Information and communication, and Monitoring activities

# XI. Plan for Grant, Contribution or Service-Level Agreements

## *Grant, Contribution or Service-Level Agreements with Eurojust as Beneficiary*

**Table 35 – Ongoing and expected grant, contribution and service-level agreements**

| | General information | | | | | Financial and human resource impact | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Date of signature | Total amount | Dura-tion | Counter-part | Short description | Type of resources | 2020 | 2021 | 2022 | 2023 |
| **Contribution agreements** | | | | | | | | | | |
| EuroMed Justice programme | 18 March 2020 | 5 000 000 | 3 years [41] | DG NEAR | The programme aims to enhance judicial cooperation between Member States and South Partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia). | Amount | 200 225 | 1 584 923 | 1 672 309 | 1 542 543 |
| | | | | | | Contract staff | 2.6 | 6.5 | 6.5 | 6.5 |
| | | | | | | SNE | 0 | 0 | 0 | 0 |
| SIRIUS project | 21 December 2020 | 1 265 436 | 3.5 years | EU Foreign Policy Instru-ment | The project aims to further improve cross-border access to e-evidence by providing knowledge and tools to EU authorities through covering service providers located in foreign jurisdictions. | Amount | 0 | 323 679 | 382 530 | 382 530 |
| | | | | | | Contract staff | 0 | 3 | 4 | 4 |
| | | | | | | SNE | 0 | 0 | 0 | 0 |
| **Service-level agreements** | | | | | | | | | | |
| EUIPO enhanced cooperation actions | Expected Q1 2021 | 750 000 | 4 years | EUIPO | The actions aim to improve operational cooperation with EUIPO and strengthen the fight against cross-border intellectual property crimes. | Amount | 0 | 187 500 | 187 500 | 187 500 |
| | | | | | | Contract staff | 0 | 2 | 2 | 2 |
| | | | | | | SNE | 0 | 0 | 0 | 0 |

[41] Due to delays in the initiation phase, possible extension request without adjusting scope of activities and resources

### *Grants Provided by Eurojust*

**Table 36 – Grants pertaining to financial assistance to JITs**

| | |
|---|---|
| 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 2 of the EJR.<br>This is further specified in Article 4 of the EJR, pursuant to which Eurojust shall provide operational, technical and financial support to Member States' cross-border operations and investigations, including to JITs.<br>The grants provided under this heading co-finance cross-border investigative activities of JITs.<br>An overview of the admissibility, 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 conditions if it considers necessary.<br>In exceptional cases, pursuant to Article 64(2) of the EJR, Eurojust may award grants without a call for proposal. Different conditions apply to this procedure. |
| Type of action | Grant for co-financing cross-border investigative activities of JITs |
| Financial provisions | • Eurojust will financially support JITs with a projected total amount of EUR 1 942 000.<br>• A ceiling of EUR 50 000 has been set for each application.<br>• No pre-financing payments will be available.<br>• Eurojust will reimburse 95% of the total eligible costs under this procedure. |
| Timetable | Eight calls are currently foreseen for 2021 (one every 1.5 months). |
| Main selection criteria | In accordance with Article 198 of the General Financial Regulation, proposals for action grants that meet the eligibility criteria will be further evaluated on the basis of the following selection criteria:<br>• The applicant's operational and professional competencies and qualifications to implement JIT activities |
| Formal requirements | All applications received within the relevant application deadline will initially be assessed by Eurojust according to the following requirements:<br>(a) Completed application submitted via the appropriate medium;<br>(b) 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);<br>(c) 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);<br>(d) Deadline for receipt of the application has been respected; |

| | |
|---|---|
| | (e) Action for which the funding is sought is to be executed during the corresponding timeframe;<br>(f) Only one application for the same JIT to be submitted within one application deadline; and<br>(g) 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). |
| Award criteria | Eligible applications will be evaluated and ranked, taking into account the award criteria stemming from the terms and conditions applicable to Eurojust's financial assistance to the activities of JITs (published in the Eurojust website). |
| Actions to be supported | Through these grants, Eurojust provides support for the following actions (non-exhaustive list):<br>• Meetings of the JIT, and participation in investigative measures carried out in the territory of another state;<br>• Interpretation during activities of the JIT, including during investigative measures and translation of evidentiary material, procedural or case-related documents; and<br>• Cross-border transfer of seized items, evidentiary material, procedural or case-related documents.<br>Eligible costs related to these actions are the following (non-exhaustive list):<br>• Travel and accommodation costs;<br>• Interpretation and translation costs; and<br>• Transport costs.<br>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. |

**Table 37 – Grants pertaining to EJN meetings**

| | |
|---|---|
| Legal context and general objectives | *Action grants for the organisation of the plenary meetings of the EJN under the Presidency of the Council of the EU:*<br>Article 5 of Council Decision 2008/976/JHA of 16 December 2008 on the EJN provides the grounds for the financing of the plenary meeting of the Member States holding the Presidency.<br>*Action grants pertaining to regional and national meetings of the EJN contact points:*<br>The AWP of the EJN secretariat for 2019 foresees the possibility of financial assistance to the organisation of national and regional meetings in line with Article 4(1) of Council Decision 2008/976/JHA of 16 December 2008 on the EJN. |
| Type of action | Grants for the organisation of EJN meetings |
| Financial provisions | The EJN provides financial support up to a 95% of the total eligible costs for the organisation of:<br>• Both EJN plenary meetings up to EUR 70 000 (EUR 35 000 per meeting/pre-financing possible) and<br>• The EJN regional and national meetings up to a maximum of EUR 40 000 (EUR 5 000 per meeting). |

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| Timetable | • As provided for by Art. 195(d) of the Financial Regulation 2018/1046, grants for the organisation of a plenary meeting are awarded without call for proposals.<br>• Publication of the call for proposals for regional and national meetings: from middle December 2020 to middle February 2021 |
| Main selection criteria | The selection criteria should enable assessment of the applicant's ability to complete the proposed action or EJN work programme. The application for financial assistance for regional and national meetings 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 | In order to be considered eligible, the application must contain the following points:<br>(a) The application must be submitted by the EJN contact point from the Member State(s) organising the meeting;<br>(b) Written description of the purpose of the meeting and a draft agenda;<br>(c) Information about the participating Member States (and/or third States), estimated number of participants, and provisional venue of the meeting;<br>(d) Date of the meeting;<br>(e) Appropriately completed budget estimate form;<br>(f) Regional meetings must be organised with EJN contact points of no less than three Member States, or two Member States and one third State; and<br>(g) The application must be submitted within the deadline provided for in the Call for Proposals. |
| Award criteria | The submitted applications will be ranked on the basis of the award criteria listed below:<br>(i) Application for meetings from the applying Member State has not previously received funds from the EU budget as financial assistance to organise EJN regional and/or national meetings.<br>(ii) The topic of the meeting contributes to the implementation of one or more of the following goals:<br>(a) To exchange information and best practices between EJN contact points in practical cases of judicial cooperation (maximum of 15 points);<br>(b) To promote the work of the EJN in the participating states (maximum of 15 points);<br>(c) To promote the use of and for the training on the EJN website in the participating states (maximum of 10 points);<br>(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 (maximum of 10 points);<br>(e) To increase the mutual information exchange about current legislative and institutional matters in the participating States, in particular in the field of criminal law and judicial co-operation in criminal matters (maximum of 5 points); and<br>(f) To find solutions to difficulties arisen in the implementation of EU instruments on judicial cooperation in criminal matters at regional or national level (maximum of 5 points). |

| | |
|---|---|
| | A maximum of 40 points can be awarded for criterion (i) and a maximum of 60 points can be awarded for criterion (ii) (a-f) in total. All proposals scoring below 25 points will be rejected. |
| Actions to be supported | The EJN secretariat will provide financial support for the following:<br>(a) EJN plenary meetings;<br>(b) Regional meetings organised for the EJN contact points of at least three Member States or two Member States and one third State; and<br>(c) EJN national meetings organised for the EJN contact points of one Member State. |

# XII. Cooperation with Third States and International Organisations

In accordance with Article 52(1) of the EJR, every four years Eurojust shall prepare a cooperation strategy in consultation with the Commission, specifying the third States and international organisations with which there is an operational need for cooperation. The Commission will thereafter either issue decisions that a third State or international organisation ensures an adequate level of data protection, or negotiate international agreements providing for adequate safeguards in this respect. Eurojust remains nonetheless competent to negotiate and conclude working arrangements to set out the modalities to implement the agreements or adequacy decisions.

This strategy, including a proposed list of third States and international organisations, is currently under a consultation process with the Commission, the Council and the EDPS.

To identify the priority third States, the College of Eurojust has taken into account the agency's current casework involving third States, the operational needs identified through a consultation with national authorities and the ongoing negotiations regarding international agreements between the EU and certain third States on the exchange of personal data with Europol.

A distinction is made between third States with which there is a pressing need for operational cooperation that could be facilitated by an adequacy decision or an international agreement as per Article 56 of the EJR, and those countries with which cooperation would be considered advantageous:

- **Top priority third States**: People's Democratic Republic of Algeria, Republic of Argentina, Bosnia and Herzegovina, Republic of Colombia, Arab Republic of Egypt, State of Israel, Hashemite Kingdom of Jordan, Republic of Lebanon, the Kingdom of Morocco, Republic of Tunisia and Republic of Turkey; and
- **Other priority third States**: Federative Republic of Brazil, People's Republic of China, Canada, United Arab Emirates, Federal Republic of Nigeria, Republic of Panama, United Mexican States and Russian Federation.

Concerning the UK's withdrawal from the EU, the College of Eurojust underlined that ensuring operational cooperation with the UK will be a priority.

In addition, the College of Eurojust has identified the following international organisations for possible operational cooperation in the period 2020-2024:

- The International Criminal Court (ICC);
- The International Criminal Police Organisation (ICPO-Interpol);
- The Ibero-American Network of International Legal Cooperation (Iber-RED);
- The Office of the Prosecutor of the International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011 (IIIM);
- The United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD); and
- Ameripol, once it acquires legal personality.

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