

EUROJUST

European Union Agency for
Criminal Justice Cooperation

Eurojust Consolidated Annual Activity Report 2022

13 June 2023

Criminal justice across borders



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List of Acronyms

ABM Activity Based Management	EU European Union
AOD Authorising Officer by delegation	IE-SAT EU Terrorism Situation and Trend Report
AWP Annual Work Programme	EUIPO European Union Intellectual Property Office
CAAR (Consolidated) Annual Activity Report	Eu-LISA EU Agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice
CATS Coordinating Committee in the area of police and judicial cooperation in criminal matters	EuroMed Euro-Mediterranean Partnership
CC Coordination Centre	EUROPOL European Union Law Enforcement Agency
CEPOL European Union Agency for Law Enforcement Training	FRA European Union Agency for Fundamental Rights
CIC Core International Crimes	FRONTEX European Border and Coast Guard Agency
CIF Case Information Form	FTE full-time equivalent
CJEU Court of Justice of the EU	IAC Internal Audit Capability
CM Coordination Meeting	IAS Internal Audit Service
CMS Case Management System	ICF Internal Control Framework
COPEN Working Party on Cooperation in Criminal Matters	ICT Information and Communication Technology
COSI Standing Committee on Operational Cooperation on Internal Security	IPC Intellectual Property Crime
CTR Counter Terrorism Register	JHA Justice and Home Affairs
DPO Data Protection Office	JHAAN JHA Agencies network
EAW European Arrest Warrant	JIT Joint investigation team
ECA European Court of Auditors	KPI Key Performance Indicator
ECRIS-TCN European Criminal Records Information System	MAS Multi-Annual Strategy
ECTC European Counter Terrorism Centre	MLA Mutual Legal Assistance
EDES Early Detection and Exclusion System	MoU Memorandum of Understanding
EDPS European Data Protection Supervisor	OAP Operational Action Plan
EIO European Investigation Order	OLAF European Anti-Fraud Office
EJ ACT Eurojust Activity Recording Tool	OSP Online Service Provider
EJ ART Eurojust Activities & Resources Tool	SAA Strategic Action Area
EJ MAP Eurojust Missions' Approval and Planning system	SIAP Strategic Internal Audit Plan
EJCN European Judicial Cybercrime Network	SIRIUS Scientific Information Retrieval Integrated Utilisation System
EJN European Judicial Network	SNE Seconded National Expert
EJR Eurojust Regulation	SOP Standard Operating Procedure
EL PaCTO Europe Latin America Programme of Assistance against Transnational Organised Crime	SPC South Partner Countries
EMAS EU Eco-Management and Audit Scheme	SYSPER Système de gestion du Personnel
EMPACT European Multidisciplinary Platform against Criminal Threats	UNODC United Nations Office on Drugs and Crime
EPPO European Public Prosecutor's Office	USA The United States of America
	WACAP West African Network of Central Authorities and Prosecutors
	WB Western Balkans

Management Board's Analysis and Assessment

The College of Eurojust takes note of the Administrative Director's Consolidated Annual Activity Report (CAAR) 2022, including the Eurojust Final Accounts 2022. The College takes note of the Administrative Director's Declaration of Assurance thereto.

In assessing the CAAR 2022, the College of Eurojust makes the following observations:

- Eurojust has successfully achieved the objectives foreseen in the Annual Work Programme 2022, with most of the Annual Objectives having been fully implemented as planned;
- Eurojust achieved 79% of relevant and measurable 2022 KPIs, and made a steady progress towards achieving its multi-annual (2022-2024) KPIs;
- The number of cases referred to Eurojust by the Member States continued to increase. In 2022, 11 544 cases were handled; 5 227 of them were newly opened, which represents a 14% increase compared to 2021, confirming the constant casework increase of the last years;
- Eurojust organised 528 Coordination Meetings and 22 Coordination Centres;
- Eurojust supported 265 Joint Investigation Teams (JITs);
- All Internal Control Framework Principles are present and functioning;
- No critical issues were highlighted by internal or external auditors;
- Eurojust achieved a rate of 99,93% of budget execution over a EUR 50.2 M budget.

The College acknowledges the commitment of the organisation and its staff in adapting to a changing environment and resource constraints, and for continuing to seek efficiency gains to implement the Annual Work Programme 2022.

The College of Eurojust notes that the Administrative Director has no reservations for the presentation of the annual accounts for the financial year 2022 to the Discharge Authority.

Based on the above observations, and in accordance with Article 48 of the Financial Regulation applicable to Eurojust, the College of Eurojust takes note of the Administrative Director's CAAR 2022. The CAAR 2022 and its annexes shall be sent to the European Parliament, the Council, the European Commission and the Court of Auditors.

The Hague, 13 June 2023



Ladislav Hamran,
President of Eurojust

Executive Summary

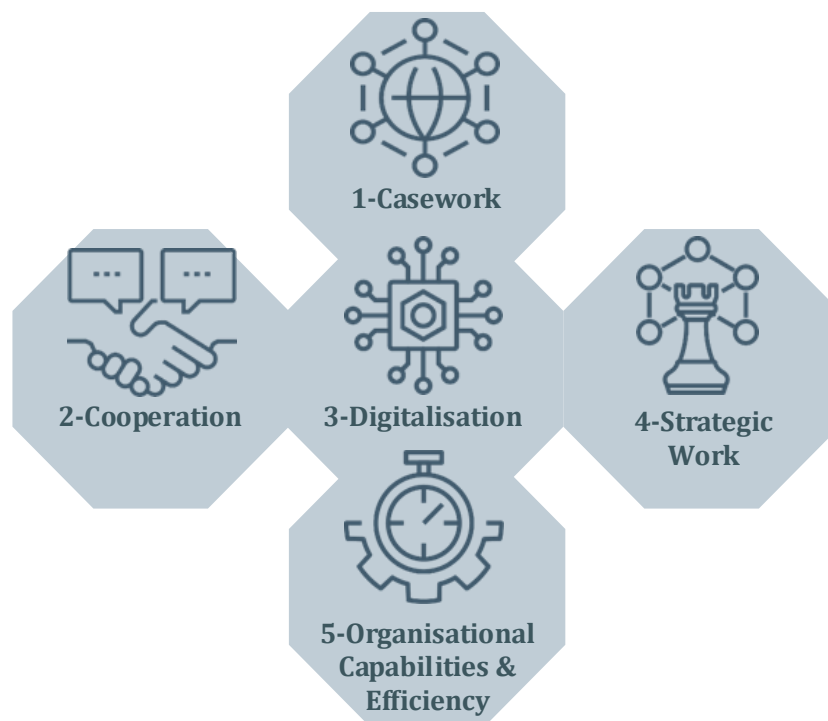
Eurojust is the European Union Agency for Criminal Justice Cooperation.

'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.'

Eurojust's [Multi-Annual Strategy \(MAS\) 2022-2024](#), articulates its mission and vision statements:

Mission	As the EU's hub for judicial cooperation, Eurojust delivers hands-on support to prosecutors and judges working together in the fight against cross-border crime.
Vision	Relying on its unique expertise, partnerships and modern digital tools, Eurojust ensures that national borders are no obstacle to prosecuting crime and getting justice done.

The MAS 2022-2024 sets five Multi-Annual Strategic Objectives (MASOs), each covering a number of Strategic Action Areas (SAAs).



The Annual Work Programme (AWP) 2022 is the first AWP under the MAS 2022-2024.

This report focuses on the implementation of the AWP 2022 and Key Performance Indicators (KPIs), the 2022 budget execution and staffing policies, and the implementation of internal controls.

The [Eurojust Regulation](#), applicable from 12 December 2019, reinforces Eurojust's successful core concept of supporting the national authorities in their investigations and prosecutions. The National Members, serving their national authorities in criminal judicial cooperation matters, provide strategic guidance and participate actively in the operational and policy activities linked

to the mandate of Eurojust. In 2022, the 78 National Members, Deputies and Assistants were supported by 265 staff¹. Following the end of the pandemic-related measures, Eurojust's operations returned to normal from April 2022. Eurojust **achieved 79%² of the 2022 KPIs**, and made a steady progress towards achieving its multi-annual (2022-2024) KPIs.

As the **European Union's hub for judicial cooperation**, Eurojust supported prosecutors and judges working together in the fight against cross-border crime. Casework increased by 14%, and Eurojust built up its ability to act on its own initiative. In total, 528 Coordination Meetings and 22 Coordination Centres were organised. Eurojust supported 265 Joint Investigation Teams, facilitated the execution of 1 262 European Arrest Warrants and enabled the use of 5 415 European Investigation Orders. Following Russia's invasion of Ukraine, and Eurojust's swift support to the JIT investigating alleged core international crimes, Eurojust's mandate was extended to include preserving, analysing and storing evidence relating to core international crimes. In addition, Eurojust has created a unique, tailor-made judicial database to collect and analyse core international crimes evidence, and will also host a new structure to support investigations into the crime of aggression.

Eurojust enhanced its **operational and strategic cooperation with partners in the Area of Freedom, Security and Justice** through a strong collaboration with the Justice and Home Affairs Agencies and by supporting and enhancing its cooperation with various judicial practitioner networks. Eurojust opened 14 cases involving the EPPO and stepped up its cooperation with Europol, also in the framework of the Scientific Information Retrieval Integrated Utilisation System (SIRIUS) project. Eurojust's Contact Points increased to over 60 countries, with the addition of Australia, Bahrain and Morocco. Eurojust expanded its cooperation on criminal matters between the European Union and its South Partner Countries through its continuous support to the EuroMed Justice Programme and implemented an EU-funded project on cross-border cooperation in criminal justice in the Western Balkans.

During the year, Eurojust implemented key preparatory initiatives related to the Commission's agenda on the **Digitalisation of Justice** and the implementation of the new Eurojust Case Management System and continued maintaining its existing operational systems.

The positioning as the **EU centre of expertise in cross-border judicial cooperation** was reinforced by Eurojust's active participation to EU bodies' working parties and expert groups, and through its deliverables in crime priority areas. Eurojust's visibility was increased across all communication channels, and the number of visitors to the Eurojust website almost doubled.

Eurojust continued to seek **efficiency gains** by actively optimising its services, processes and resource allocation. In addition to the rolling out of the Commission's new accounting and financial management system (SUMMA), the Agency further enhanced its Activity Based Management processes and tools, by increasing the efficiency, data quality/integrity and usability of its planning tool, by introducing a new activity-recording tool, and by continuing its gradual move from output to result KPIs.

By the end of the year, Eurojust achieved a 99,93% of budget execution over a EUR 50.2 M budget, and a full implementation of its Establishment Plan.

More information on Eurojust's performance can be found in the [Annual Report 2022](#).





¹ Headcount of temporary staff, contract staff and seconded national experts on 31/12/2022, including three appointments made under article 38(2) of the Eurojust Financial Regulation, three cost-free SNEs and offers sent. The number does not include contract staff funded under Denmark's financial contribution to Eurojust.

² The percentage has been calculated over the 2022 AWP KPIs that were relevant and measurable.

Part I. Achievements of the year

This section provides an overview of the main achievements under each MASO and the progress on the related KPIs.

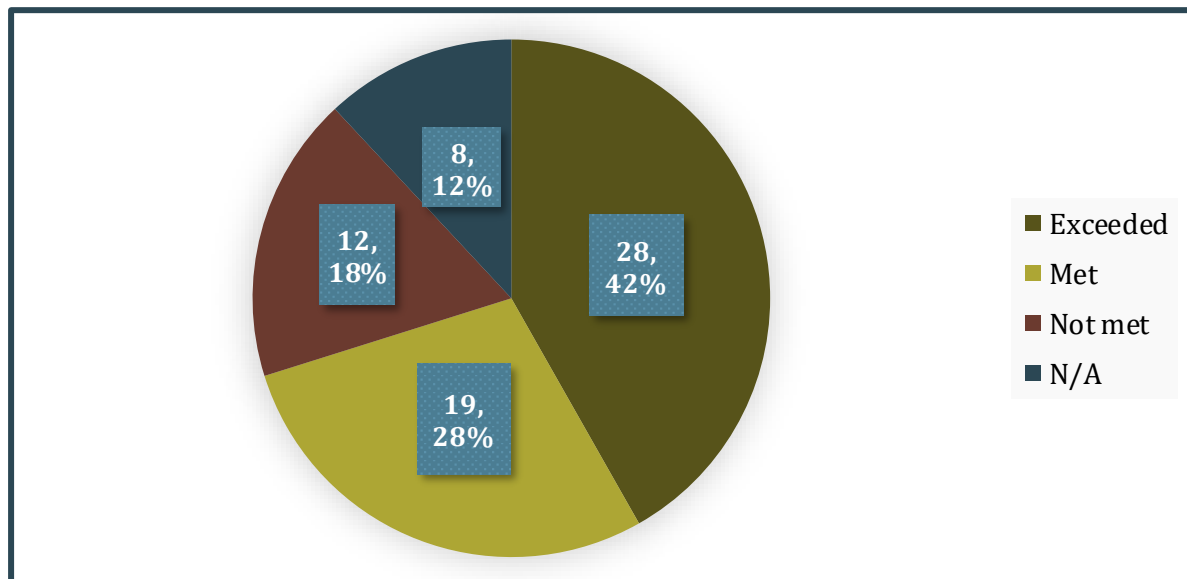
The 2022 KPIs have been assessed as follows:

Key performance indicators		
Exceeded	Actual/Target more than 100%	
Met	Actual/Target between 90% and 100%	
Not met	Actual/Target less than 90%	
N/A	Not measurable/relevant or, no target/baseline set	

2022 AWP KPIs

Eurojust continued reviewing and enhancing the setting and monitoring of KPIs to ensure that they remain measurable and relevant during the reporting period. As a result, Eurojust defined 67 KPIs in the AWP 2022.

The annual KPI results overview is as follows:

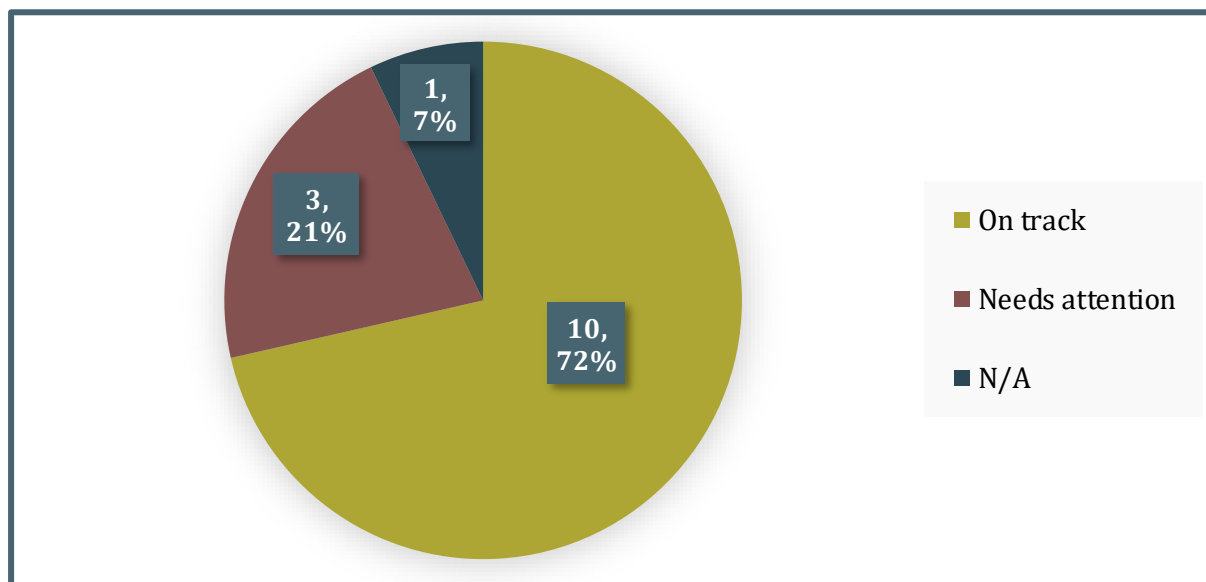


- 59 of the AWP KPIs (88%) were measurable and relevant during 2022;
- Two KPIs related to the EPPO and one related to the Counter Terrorism Register were measured for baselining purposes only;
- 47 KPIs achieved their target, including 28 exceeding it and three approximating it by less than 10%; and,
- 12 KPIs did not meet the target, as they were impacted by adjusted organisational priorities (3) or other - mostly external - factors that require further analysis (9).

More details on the 2022 KPIs and their progress can be found in the following sections.

MAS 2022-2024 KPIs³

Eurojust assesses the achievement of each MASO through monitoring and reporting on annual basis the progress of specific KPIs per SAA. Eurojust defined 14 KPIs in the MAS 2022-2024. The final results for the MAS KPIs will be reported at the end of 2024. The 2022 progress towards the achievement of Eurojust's multi-annual KPIs was as follows:



- 13 (93%) KPIs were measurable and relevant during 2022;
- One (7%) KPI could not be measured during 2022;
- 10 (72%) KPIs are on track for achieving their multi-annual target; and,
- Three (21%) KPIs need further attention.

More details on the multi-annual KPIs and their progress can be found in the following sections.

³The baseline and target refer to the average per annum in the periods 2019-2020 and 2022-2024 respectively. In one case where the 2019 result is not available, the 2020 result is used as the baseline.

Multi-annual strategic objective 1: Casework

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

Action area 1 (a) - Swift and qualitative response to Member States' requests

KPI	Satisfaction level of the Eurojust support to coordination meetings
Source of data	Feedback forms from national authorities participating in CMs (satisfaction levels 1-4)
Baseline 2019	3.6
Target 2022-2024	≥ 3.65
2022 result	3.61
Assessment	On track

KPI	Number of new JITs supported
Source of data	Annual statistics
Baseline 2019	89
Target 2022-2024	≥ 95
2022 result	78
Assessment	Needs attention

Activity 1.1 - Provide comprehensive and tailor-made operational and legal expertise to referred cases ⁴

Objective 1.1.1 - Improve dynamic and quality support to increased referral of complex cross-border crime cases

In 2022, Eurojust celebrated its 20th anniversary. Over the past 20 years, Eurojust has been on a steady upward trajectory. In its very first year and in a European Union (EU) of 15 Member States, Eurojust covered 202 files. The following years saw a steep increase – aided also by consecutive EU enlargements – up to a point when Eurojust serviced 5 608 cases in 2017 and a further rise to 10 105 cases in 2021. This meant an 80% increase in just four years (2017-2021).

While Eurojust's work in 2022 heavily focused on supporting Member States' and partners' judicial response to the war in Ukraine, the Agency continued to fully deliver on its mandate to fight all serious cross-border crimes. Eurojust contributed to the arrest of more than 4 000 suspects, the seizure and or freezing of criminal assets worth almost EUR 3 B and the seizure of drugs worth almost EUR 12 B. Reflecting the growing scale of the challenge, the cases dealt with by the Agency in 2022 involved more than triple the number of victims compared to 2021. These impressive operational results⁵ could not have been possible without the transnational cooperation between judicial authorities facilitated by Eurojust, in close cooperation with all actors in the criminal justice chain.

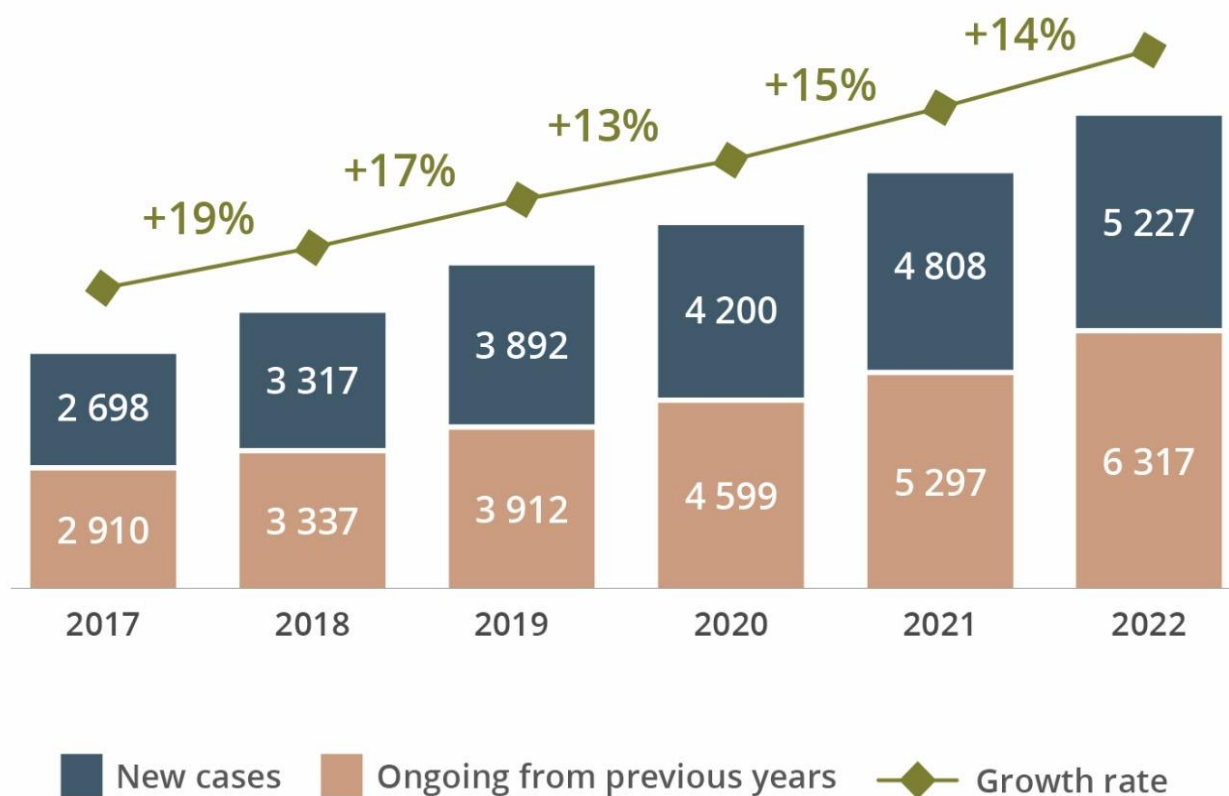
Eurojust's casework continued to grow in 2022, with a 14% increase compared to the previous year. More than 5 000 new cases were opened in 2022, while more than 6 000 cases from previous years continued to receive legal, analytical, logistical and financial support from the Agency. The high number of ongoing cases reflects the sustained assistance required over years

⁴ In accordance with Articles 2(1) and (3), 4(1)(a), (b),(c), (f) and (i), 5(2)(a), (b) and (c) and 60(4) of the EJR.

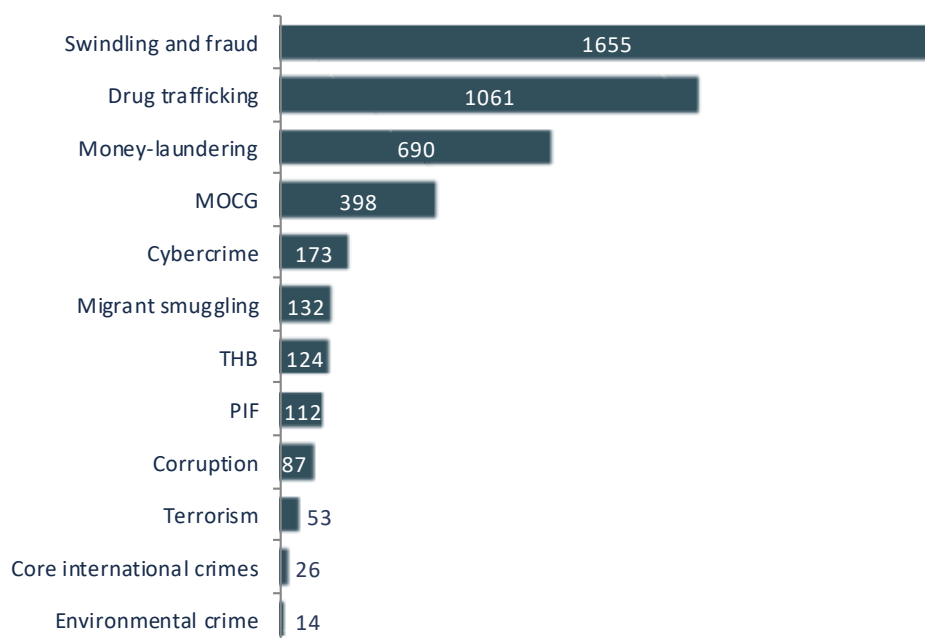
⁵ It should be noted that these outcomes were achieved also through cases that were opened before 2022 and were included in the reporting on operational outcomes in [Eurojust's 2021 Annual Report](#). The outcomes of these cases are included again for 2022 reporting purposes, since the cases were still ongoing.

by many of the increasingly complex investigations Eurojust supports. Eurojust drafted a total of 941 operational deliverables in support to 528 cases, including conclusions, analyses, legal notes, case notes, advice to Joint Investigation Teams, Case Information Forms, etc.

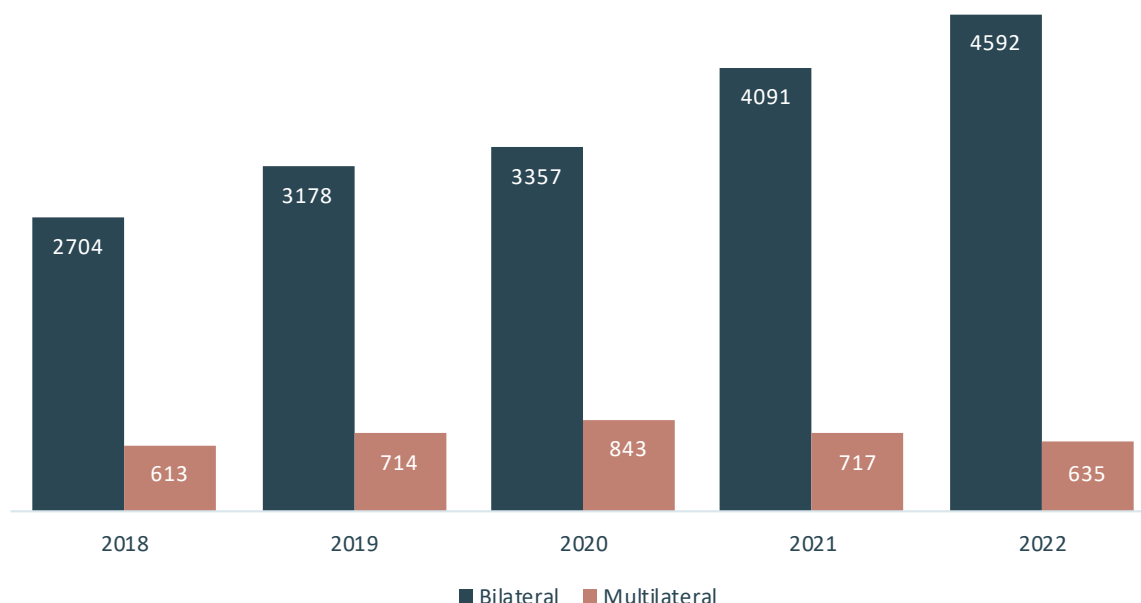
The 2022 casework is summarised below:



The overview of cases by crime type is presented below:



The overview of bilateral and multilateral cases was as follows:



Eurojust continued attracting complex cases⁶ and the most notable examples can be found below:

- In January 2022, a Eurojust-supported action led to the [arrest of 29 people smugglers](#) in Italy and Albania through a Coordination Centre organised at Eurojust and with cross-border judicial support via the Italian and Greek National Desks, as well as the Liaison Prosecutor for Albania, with the support of Eurojust, Europol, FRONTEX and judicial authorities and law enforcement officers from Italy, Albania and Greece.
- In March 2022, Eurojust actively supported a [crackdown on a criminal network accused of pimping, human trafficking, blackmail, usury and money laundering](#), in a simultaneous operation led by the Romanian authorities in Romania, Germany and the United Kingdom. 22 suspects were detained in Romania. In total, 38 houses were searched in the three countries involved. In addition, 13 cars, a variety of electronic equipment, weapons, cash and jewellery were seized.
- French and Romanian authorities took [action against a criminal network that exploited female victims for sexual purposes](#) in France and several other EU Member States. Five European Arrest Warrants were executed in Romania and two arrests took place in France. Eurojust supported the set-up of a JIT and facilitated judicial cross-border cooperation, with the additional analytical support of Europol.
- At the request of the Spanish, German and Finnish authorities, [Eurojust and Europol coordinated an action against massive investment fraud involving the use of cryptocurrencies](#) with hundreds of thousands of victims worldwide. In total, 15 call centres were searched and five suspects were arrested. For the first time, a Eurojust Coordination Centre was set up with the participation of four Liaison Prosecutors at once (Albania, Georgia, North Macedonia and Ukraine).
- Eurojust supported the Romanian and Dutch authorities in [an action against sexual exploitation of young Romanian female victims](#) in the Netherlands and other European

⁶ Cases falling under priority crime areas or cases involving more than two Member States.

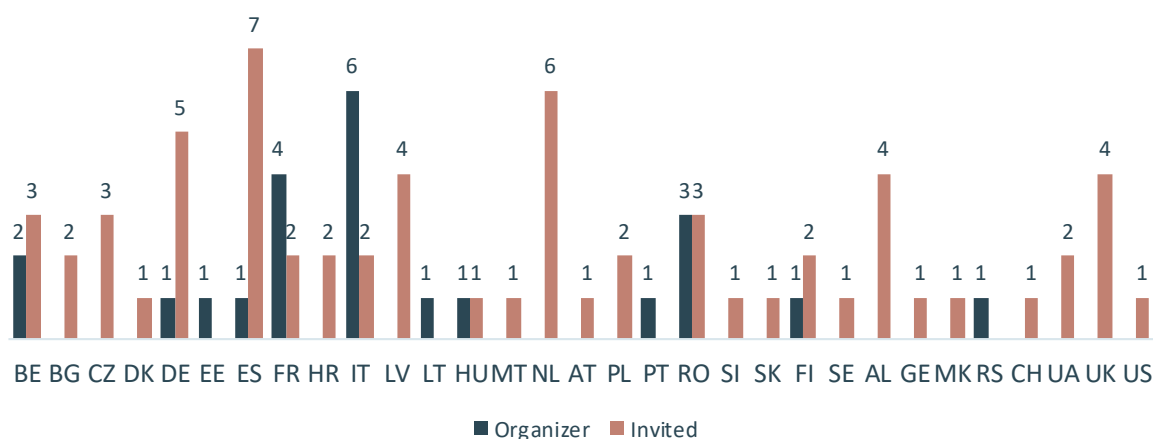
countries. Five suspects were identified for involvement in an organised crime group, trafficking in human beings for sexual exploitation, pimping, organised property crime and money laundering.

- [Successful takedown of a call centre's infrastructure involved in online investment fraud](#) responsible for a fraud scheme of at least EUR 20 M. Eurojust and Europol assisted several European authorities in the operation, during which more than 50 servers and services were seized in six countries.
- [Successful operation against major drug-trafficking network in Italy, Spain and Netherlands](#), allegedly using the art trade in the Netherlands to launder the profits of its business. Through the support of the French authorities and of the Eurojust-supported [EncroChat](#) and [SkyECC](#) operations, the structure of the organised crime group could be uncovered. Eurojust coordinated and supported the operation, which led to the arrest of 24 suspects.
- [Criminal network that smuggled migrants across Europe dismantled](#). Nine suspects were arrested and nine locations were searched. Eurojust provided financial support and, together with Europol, assisted the authorities in the Czech Republic, Belgium, Poland, Germany and Hungary in setting up a JIT.
- In July 2022, [a major international operation against small boat migrant smuggling in the English Channel](#) was supported by Eurojust and Europol, judicial and law enforcement authorities in France, Germany, Belgium, the Netherlands and the United Kingdom. It resulted in 39 arrests, targeting the leaders of the network, as well as its financial means. A Coordination Centre was organised at Eurojust to facilitate the operations.
- [Unprecedented Europe-wide crackdown against one high-risk criminal network in the EU](#), entailing several organised crime groups dealing with drug trafficking, money laundering and illegal enrichment among others. Eurojust and Europol coordinated complex investigations in eight countries, involving judicial and law enforcement authorities from 11 countries, which resulted in the arrest of 44 individuals.
- [Action of judicial and law enforcement authorities in Europe, Australia, the United States, Ukraine and Canada against a criminal website that allowed 'spoofing'](#) to fraudsters to impersonate trusted corporations or contacts to access sensitive information from victims. In a coordinated action led by the UK and supported by Eurojust and Europol, 142 suspects have been arrested, including the main administrator of the website.

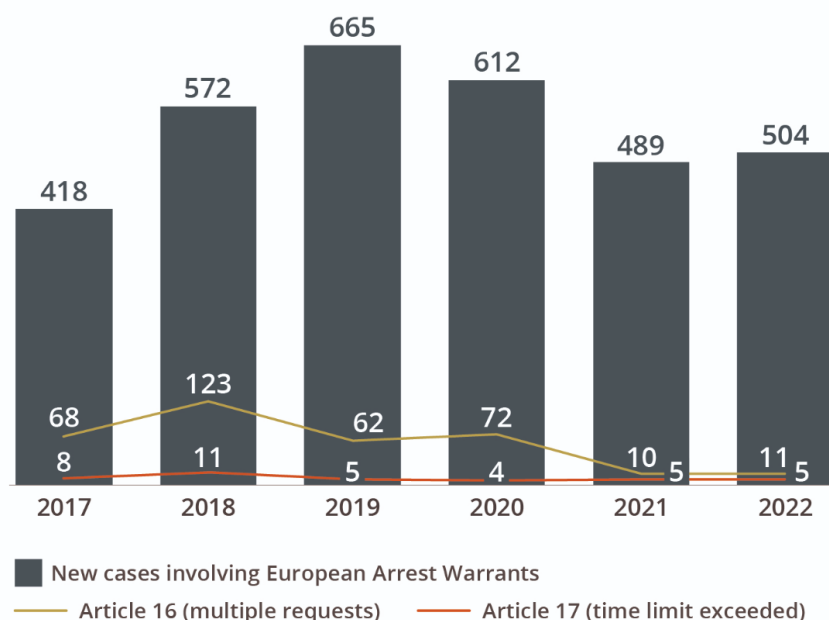
In 2022, Eurojust organised 528 **Coordination Meetings** (CMs) and 22 **Coordination Centres** (CCs), with video-conferencing and new hybrid solutions added to the traditional in-person meeting formats. The tools and services provided through these meetings and centres, proved crucial in ensuring justice for a large number of cases handled by Eurojust in 2022. Eurojust CCs remain a crucial tool in the fight against organised cross border crime. Eurojust has the legal expertise to ensure the actions on the ground are executed according to the prosecution strategies outlined by the prosecutors and/or investigative judges in the member States and third countries whose liaison prosecutors are posted at Eurojust. Financial crimes, of which money laundering (7x), swindling and fraud (6x), crimes against the financial interest of the EU (2x) as well as corruption (2x), represented more than half of the crime types.

The Operations Manual, the practical guide for Eurojust's operational work, constitutes the standard common practice to follow when dealing with cases opened at Eurojust. By creating homogenous working methods, it guides and inspires the execution of operational matters at Eurojust, increasing the quality of support to national authorities. The revision of the Manual continued in 2022 with 13 chapters approved by the College and 10 new chapters finalised by the relevant working group. The revision of the Operations Manual will be finalised in 2023.

The table below provides an overview of involvement in CCs per country:



Judicial authorities in EU Member States are increasingly turning to Eurojust for expertise and assistance in the execution of **European Arrest Warrants** (EAW). In 2022, 1 262 Eurojust cases (including 504 new and 758 ongoing from previous years), involved EAWs. The number of new cases involving EAWs increased slightly compared to the previous year.



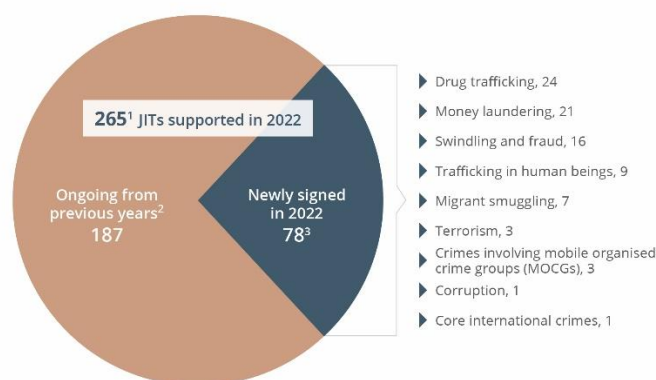
Eurojust continued to provide support and advice to national authorities across the full life cycle of the EAW, from drafting to the execution phase. This support related inter alia to (urgent) requests for additional information, advice in case of competing EAWs, questions on in absentia judgments and Petruhhin related requests. In addition to providing support to cases, Eurojust's Judicial Cooperation Instruments Team discussed legal issues emerging from Eurojust cases. They addressed, for instance, questions surrounding the detention of the requested person in the context of a postponement of a surrender or extradition. They also discussed the speciality rule in the context of surrender and extradition. Moreover, Eurojust monitored the relevant case law of the Court of Justice of the EU (CJEU), and in December 2022 published an [overview](#). This latest edition includes summaries of six new judgments compared to the previous edition, touching upon issues such as the right to an independent tribunal previously established by law, the *ne bis in idem* principle, dual criminality and *force majeure*.

The **European Investigation Order (EIO)** has become an integral part of EU judicial cooperation and Eurojust's work since the transposition deadline for the Directive passed in May 2017. In 2022, Eurojust dealt with 5 415 cases involving an EIO. Around half of these cases were newly opened, while the other half were ongoing cases from previous years. During 2022, the Agency continued to provide support and advice to national authorities across the full life cycle of the EIO, from drafting to the execution phase. For instance, Eurojust supported several cases where legal or practical issues arose in relation to the hearing by videoconference or interception of telecommunication. These issues often related to different national legal provisions or different understandings of the relevant provision of the EIO Directive. In relation to cases involving the bugging of a car, GPS tracking or surveillance through a Trojan-horse-like device or audio surveillance in private places, Eurojust has often assisted judicial authorities and informed them of legal requirements in other States.

In other cases, Eurojust also supported practitioners in obtaining clarifications or additional information prior to the execution of an EIO. The Agency also advised on the adequate instruments to use either in addition to or instead of an EIO. In multilateral cases, Eurojust often ensured coordination amongst the execution of different EIOs in several Member States. In its recommendations on the execution of judicial cooperation instruments, Eurojust observes the interest of the victims and the protection of their procedural rights as one of the main criteria presented in the Guidelines for practitioners.

Throughout 2022, **Joint Investigation Teams (JITs)** continued to prove to be one of the most advanced tools for international cooperation at Eurojust. With the easing of travelling restrictions caused by the COVID-19 pandemic, the Agency worked on an increased number of both ongoing and newly signed JITs in 2022 compared to the previous year. In particular, Eurojust provided legal, financial and/or operational support to **265 JITs**. 78 new JITs were established in 2022, and 187 were ongoing from previous years. The number of received applications in 2022 increased by 36% in comparison with the previous year, reaching almost pre-pandemic levels.

The JITs active in 2022 focused on a wide range of crime types, predominantly drug trafficking, money laundering, swindling and fraud. An overview of the JITs supported in 2022 is presented below:



¹ Eurojust support to JITs includes financial and operational support. Of the 265 JITs supported, 123 were funded by Eurojust.

² As of January 2023. Due to the ongoing nature of the cases, these figures may change after the reporting period.

³ A single JIT can deal with more than one crime type.

Eurojust awarded funding of EUR 4 M to 250 JITs applications (including 13 requests for urgent funding), which is an increase of 37 % in comparison with the previous year. In total Eurojust financially supported 123 JITs, of which 43 were signed in 2022, and paid out EUR 1.4M in funding.

As in previous years, in 2022, the JITs Network Secretariat adjusted its funding schemes to accommodate evolving operational challenges and practitioners' needs. As of 1 October 2022, car rental is eligible for funding and equipment is available for loan, without a call for proposals,

through the urgent funding scheme. During 2022, JITs started to make use of the latest cost categories introduced at the end of 2021: 17% of awarded applications included requests for purchasing low-value equipment and 12 % included requests for specialist expertise.










Among others, significant support was provided to the **JIT investigating alleged core international crimes (CIC) committed in Ukraine**. Just three weeks after the war began, Eurojust supported the establishment of the JIT. The JIT was set-up was followed by the prompt participation of four additional countries, the International Criminal Court (ICC), and a Memorandum of Understanding (MoU) concluded with the US. The aim of the JIT is to facilitate investigations and prosecutions in the states concerned, by enabling close cooperation between all parties involved, and an effective and swift exchange of information and evidence. The Agency has been providing critical support to all JIT parties, including to investigators on the ground in Ukraine.

The JIT was awarded eight grants with the total value of EUR 137 K as direct funding. This funding has covered JIT costs related to travel, accommodation, translation, interpretation, specialist expertise and purchase of low-value equipment. The JIT was also awarded equipment (60 phones, 57 laptops, 20 printers, and 20 scanners) for secure communications. Eurojust urgently delivered these services, and assisted the JIT members with access to encrypted communication. To respond to the JIT's specific needs, the JITs Network Secretariat has ensured agile support through its funding procedures, under its 2022 JITs Funding Programme. Eurojust delivered legal and operational support to the national desks related to the extension of the JIT agreement to new parties (Estonia, Latvia, Romania and Slovakia) as well as legal analyses and opinions related to the participation of the ICC in the JIT as a participant and drafting of the Specific Arrangements related to the ICC participation in the JIT. Eurojust ensures that the work of the JIT remains aligned with the various national Ukraine-related investigations currently ongoing.

Since March 2022, Eurojust has actively participated to the **EU Freeze and Seize Task Force** set up by the Commission to ensure the efficient implementation of EU sanctions against listed Russian and Belarussian oligarchs across the EU. Eurojust provides operational support to the Task Force by coordinating Member States' enforcement of Union sanctions through criminal law. This is done by:

- Regularly cross-checking the list of individuals and companies sanctioned by the EU against Eurojust's data on existing cases handled by the Agency. This has allowed Eurojust to identify and confirm seven links during 2022, that potentially could provide extra leads on existing cases or generate new ones;
- Collecting relevant information at national level on past and ongoing investigations related to those listed in the sanctions list to facilitate criminal proceedings, ultimately leading to the confiscation of assets;
- Mapping legal and practical obstacles that may hinder the confiscation of assets owned or controlled by the listed individuals and companies; and,
- Participating in Operation Oscar set-up by Europol to support the freezing of criminal assets owned by EU-sanctioned individuals and entities.

The Agency's vital support to the JIT and the Commission's Freeze and Seize Task Force, were officially recognised in the [State of the Union 2022 Achievements Report](#) in September 2022. Moreover, two months later, the [Berlin Declaration](#) following the Meeting of the G7 Justice Ministers, underlined the key roles of Eurojust, the Genocide Network, and the European Judicial Network in ensuring the early coordination of national and international investigations into crimes committed during Russia's aggression.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of case referrals from Member states	3 862	4 713	4 922		Monthly OS ⁷
Number of case referrals from countries with a LP	338	481	291	 8	Monthly OS
Number of CMs	371 ⁹	530	528		Monthly OS
Numbers of CCs	19 ¹⁰	30	22	 11	Monthly OS
Level of satisfaction of CM/CC participants regarding Eurojust's operational support (1-4)	3.4	3.5	4		Quarterly KPI Report
Percentage of cases in priority crime areas	72	73	76		Monthly OS
Number of deliverables in support of casework	777 ¹²	931	941		Quarterly KPI report
Number of new JITs supported	75	140	78	 13	Monthly OS
Percentage of new JITs that are funded	51	50	54		Monthly OS

⁷ Operational Statistics based on data stored at the Eurojust CMS.

⁸ KPI was not met due to the initial target being too ambitious.

⁹ The 2019 result of 428 CMs comprises a more representative baseline.

¹⁰ The 2019 result of 27 CCs comprises a more representative baseline.

¹¹ KPI was not met due to the initial target being too ambitious.

¹² The 2019 result of 800 deliverables comprises a more representative baseline.

¹³ KPI was not met due to external factors outside of Eurojust control.

Action area 1 (b) - Pro-active identification of links and investigation or prosecution gaps



KPI	Percentage of actions planned to reinforce Eurojust's ability to act on its own initiative implemented
Source of data	Annual KPI Dashboard
Baseline 2019	N/A
Target 2022-2024	>=80
2022 result	65
Assessment	Needs attention

Activity 1.2 – Capitalise on new operational data analysis and cross-matching capabilities ¹⁴

Objective 1.2.1 – Reinforce Eurojust's ability to act on its own initiative and where the fight against crime requires prosecution on common bases

Set up in September 2019, on the basis of Council Decision 2005/671/JHA, the **European Judicial Counter-Terrorism Register (CTR)** is a unique operational tool for Eurojust to identify links between judicial proceedings concerning terrorist offences. When such links are identified, Eurojust assists the national authorities of the affected EU Member States to decide on the necessary follow-up, and make use of the coordination tools offered by Eurojust. In the framework of the **CTR**, Eurojust continued receiving a growing amount of information on ongoing and finalised judicial counter-terrorism proceedings from EU Member States.

A total number of 23 strategic deliverables for practitioners on the topic of Eurojust's ability to act on its own initiative were prepared during 2022. At the proposal of the working group responsible of this matter, Eurojust adopted a strategic concept paper on own initiative, together with internal workflows and a list of potential sources. Due to other competing organisational priorities, only 65% of the actions planned in 2022 to reinforce Eurojust's ability to act on its own initiative were implemented.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of actions planned for 2022 to reinforce Eurojust's ability to act on its own initiative implemented	N/A	80	65	 15	Quarterly KPI Report
Number of verified links related to CTR ¹⁶	N/A	p.m.	N/A		Quarterly Report

¹⁴ In accordance with Articles 2(1) and (3), 4(1)(c), 49(1), 50(5) and 51(2) of the EJR.

¹⁵ KPI was not met due to adjusted organisational priorities

¹⁶ Indicator added without target for baselining purposes.

Action area 1 (c) - Operational cooperation with the networks hosted and supported by Eurojust

KPI	Number of Eurojust-Networks joint products
Source of data	Annual KPI Dashboard
Baseline 2019	10
Target 2022-2024	≥ 11
2022 result	14
Assessment	On track

Activity 1.3 – Further support and develop synergies with practitioners' networks ¹⁷

Objective 1.3.1 – Reinforce operational actions and complementarity with judicial practitioners' networks

During 2022, Eurojust supported and enhanced its operational and strategic cooperation as well as synergies, with a diverse set of judicial practitioners' networks.

European Judicial Network (EJN)

The EJN Presidency Board and the Eurojust Presidency Team met in September 2022 with the aim to foster synergies and continue exploring avenues to stimulate the case distribution between Eurojust and EJN, by ensuring the cases are addressed through the most efficient channel.

Eurojust and the EJN continued working on joint projects throughout 2022. Most notably:

- Preparation of a compilation on the impact of the judgment of the CJEU in Case C-852/19 (Gavanozov II).
- Formal closing of the 'EJN/Eurojust COVID-19 compilation', following the COPEN Working Party held in April 2022, where the delegations agreed that no further updates of the compilation were necessary. The last updated issue of the compilation dated 21 January 2022 (Council LIMITE doc. WK 892/2022 INIT).
- Continuation of the work on the 'Compilation on the Requirements for Issuing and Executing Judicial Authorities in EAW Proceedings' pursuant to the CJEU case-law.
- EJN continuous contribution to the SIRIUS project by raising awareness among practitioners and the EPPO and by contributing to the SIRIUS EU Digital Evidence Situation Report.
- EJN contribution to the activities and cooperation among practitioners of the EuroMed Justice Project hosted at Eurojust and support of the project proposal for the Western Balkans (WB) Criminal Justice project.
- Joint support of the Commission on the drafting of the Mutual Legal Assistance (MLA) form for the Trade and Cooperation Agreement.

The EJN holds three meetings every year to allow networking amongst contact points and sharing experiences, particularly concerning the operation of the network and to provide a forum for discussion on practical and legal problems encountered by the Member States in the context of judicial cooperation.

¹⁷ In accordance with Articles 4(1)(d), 20(3) and (7) and 48 of the EJR.

The **43rd Regular Meeting** (February) under the French Presidency was held in hybrid format. The main discussions focused on the consequences of the CJEU Gavanozov II judgment and the way that the EJNI could support its application.

The **58th Plenary Meeting** (June) under the French Presidency took place in Bordeaux, and focused on the topic of gathering of e-Evidence and the EJNI actions to facilitate the investigation of environmental crimes.

The **59th Plenary Meeting** (November) under the Czech Presidency was held in Prague. This meeting provided the opportunity for the EJNI to reflect on the legislative gaps of the special measures of investigations.

Other online events took place to facilitate judicial cooperation in criminal matters and to foster the functioning of the EJNI as well as to support the cooperation with other regional networks around the world.

The **EJNI website** supports practitioners with information and tools for the facilitation of international judicial cooperation. With more than 2 M page views a year, the EJNI website provides information on all types of EU cross-border procedures. The content of the EJNI website is provided directly by the EU Member States (EJNI Tool Correspondents) and the EJNI Secretariat as per Articles 7 and 8 of the EJNI Decision and Council Conclusions of 2010 and 2020. During 2021, the role of the EJNI website was reinforced following the Council Conclusions of December 2020 on the EAW and extradition procedures' current challenges and the way forward. New and revamped users' functionalities were prepared (ATLAS, Fiches Belges) and security aspects were reviewed and strengthened. The ATLAS and other key sections of the EJNI website continued to support the development and functioning of the electronic Early Detection and Exclusion System platform (e-EDES).

Joint Investigation Teams (JITs) Network

The **18th Annual Meeting of the Network of National Experts on JITs** was organised by the JITs Network Secretariat in close cooperation with Eurojust and Europol on 5 and 6 October 2022 in The Hague. The meeting brought together JIT National Experts from 21 EU Member States and representatives of EU institutions and agencies, as well as other practitioners and stakeholders. The topic of this year's meeting was 'Supporting JITs in Times of Conflict'. Meeting participants looked at how JITs can be used to investigate crimes committed in conflict situations and discussed how to ensure that JITs can continue to be an essential tool to support investigations of alleged war crimes, crimes against humanity and other core international crimes committed in the framework of an armed conflict.

In view of the publication of the **Fourth JITs Evaluation Report**, and to further collect best practices in the use of JITs and assess their outcome, the JIT Secretariat together with Eurojust continued to support evaluation meetings, collect JIT evaluation forms completed by national authorities and to assess Eurojust's experience in this field.

The [Guidelines on JITs with involvement of third countries](#) were jointly updated by the JITs Network Secretariat and Eurojust in June 2022 and provide guidance on specific factors that competent national authorities of the Member States may need to consider when deciding to use a JIT as a tool for cooperation with a third country. To this end, a Checklist for practitioners on JITs involving third countries was included.

Genocide Network

During 2022, the Genocide Network and Eurojust delivered several joint products, including a new Expert Report '20 Years On: Main Developments in the Fight against Impunity for core international crimes in the EU' and a Factsheet. In relation to the war in Ukraine, Eurojust, the Genocide Network and the ICC developed two joint products:

- Guidance for National Authorities on the identification of victims and witnesses of core international crimes (July); and,
- Documenting international crimes and human rights violations for criminal accountability purposes: Guidelines for civil society organisations (September).

The **EU Day against impunity** (May), co-organised by the Genocide Network, Eurojust, the Commission and the EU Council Presidency, was devoted to a practical assessment of the 2014 Strategy of the Genocide Network to combat impunity.

The **31st Genocide Network Meeting** (April), held in person, focused on the notion and use of structural investigations in core international crimes cases and lessons learned from the Koblenz trial and gathered about 150 participants.

The **32nd Genocide Network Meeting** (November) took place in person with the same numbers of participants. The open session focused on the extension of Eurojust's mandate in relation to Ukraine and on a recent conviction obtained in Sweden for war crimes committed in Iran in the 1980s.

In parallel, the Genocide Network organised three ad hoc meetings dedicated to the war in Ukraine (March, April and November) with the objective to support operational cooperation between EU Member States (JIT and non-JIT members alike). Specific focus was on the cooperation with civil society organisations and on the exchange with national authorities on documentation of crimes, and methodology of sharing information.

The Genocide Network further increased support to practitioners with the delivery of targeted practical trainings and workshops, with an emphasis on supporting Ukraine-related investigations as follows:

- Introductory workshop on CIC for practitioners (March);
- EJTJN/Nuremberg Academy in person training for EU judiciary (June);
- Series of executive workshops on practical aspects of CIC investigations and prosecutions, with EJTJN, specifically for Ukraine JIT member countries (October-December); and,
- European Union Agency for Law Enforcement Training (CEPOL) webinar on CIC for law enforcement (November).

European Judicial Cybercrime Network (EJCN)

The EJCN was established by the Council Conclusions of 9 June 2016, to foster contacts between practitioners specialised in countering the challenges posed by cybercrime, cyber-enabled crime and investigations in cyberspace and to increase the efficiency of investigations and prosecutions. In 25 November 2022, the Council in its conclusions, gave a green light to proceed with the establishment of a new EJCN permanent support structure, to be hosted at Eurojust as of 2024. The EJCN gives input to Eurojust's Cybercrime Judicial Monitor, covering legislative developments in the areas of cybercrime, cyber-enabled crime and electronic evidence. The EJCN also contributed to the judicial input given to the Digital Evidence Situation Report under the SIRIUS Project and to the Cybercrime Judicial Monitor. The EJCN continues to promote judicial participation in the SIRIUS Project, fostering the participation of judicial authorities in the Platform. The EJCN produced an "Episode" on its abilities to be shared in the SIRIUS community and continues to participate actively in the SIRIUS conference, sharing the experience of its experts. A quarterly Newsletter on the Network activities, and containing Eurojust cybercrime press releases and other relevant information on cybercrime and digital evidence is shared with judicial authorities.





Eurojust continued its support to the EJCN, including the organisation of plenary meetings. The **12th Plenary Meeting** (June), focused on the new challenges posed to law enforcement and

judicial authorities by cryptocurrencies. The Plenary also paid special attention to the implications of the war in Ukraine in cyber-enabled crime. Judicial experts and practitioners in the field of cybercrime analysed the current EU framework on virtual currencies and how it can address cyber-enabled crime. Various legal and practical aspects of the seizure of virtual currencies and block chain-based assets were presented. Based on the experience of the takedown of the Hydra Marketplace, the world's largest marketplace on the dark web, participants explored the advantages of cooperating with the private sector when it comes to seizing assets and compensating victims of cybercrime. The Plenary also dedicated a session to the war in Ukraine from a cybercrime perspective. In this context, the changes brought by the recent amendment to Eurojust's Regulation, which allow the Agency to receive, store and analyse digital evidence on core international crimes, were presented.




The **13th Plenary Meeting** (December) focused on how to investigate and protect victims of online fraud. During the first day, judicial experts and practitioners in the field of cybercrime shared best practices and drew recommendations on how to investigate this type of fraud and protect victims. Another session was dedicated to online investment platform scams and how to cooperate with non-EU countries and virtual asset service providers. On the second day of the meeting, the participants discussed the lawful access, jurisprudence and admissibility of encrypted digital evidence, with a focus on Encrochat, Sky ECC and Anom Encrypted Networks.

The EJCNC created a 'Ransomware hearing template' shared with judicial authorities to facilitate the contact and evidence gathering from victims, shared in judicial and law enforcement communities. Four Master Classes on the SIRIUS Project, block chain, cryptocurrencies, international instruments of cooperation in cybercrime, internet infrastructure and DDoS were provided to practitioners and Eurojust colleagues, via the Webex Platform.

The EJCNC Support Team and Contact Points participated in workshops on cryptocurrencies, cloud computing, mobile forensics and automotive forensics with EU and UK practitioners in cooperation with Cyclopes Project. In addition, they participated in the Expert Workshops on MLA procedures with the USA and in the EU-USA Ransomware Event held at Eurojust in June 2022.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of cases referred from/to the EJCNC	239/109	280/125	331/115 ¹⁸		Yearly KPI Report
Number of CIC cases	12	14	26		Monthly OS
Number of joint products with EJCNC	5	5	5		Quarterly KPI Report
Number of joint products with JIT Network Secretariat	3	3	3		Quarterly KPI Report

¹⁸ Reporting of cases is ongoing and the final number might change. This will not impact the outcome of this KPI.

Number of joint products with Genocide Network Secretariat	4	2	6		Quarterly KPI Report
Number of visits to EJN website	2 088 716	2 500 000	N/A	 ¹⁹	Quarterly KPI Report
Number of JIT evaluations submitted to Eurojust	15	35	33		Quarterly KPI Report

¹⁹ This KPI could not be measured due to technical issues.

Multi-annual strategic objective 2: Cooperation

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

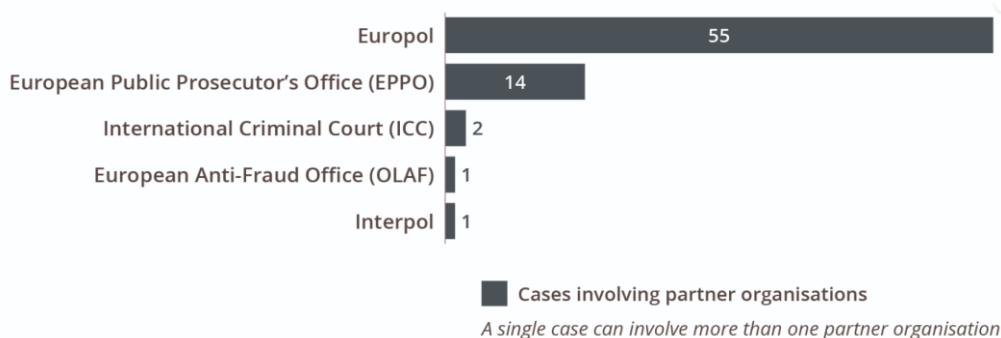
Action area 2 (a) - Cooperation with JHA partners and OLAF

KPI	Number of cases involving EPPO, Europol, FRONTEX and OLAF
Source of data	Annual statistics
Baseline 2019	62
Target 2022-2024	>=75
2022 result	70
Assessment	On track

Activity 2.1 – Further develop cooperation with JHA partners and OLAF²⁰

Objective 2.1.1 – Strengthen cooperation with the EPPO, Europol, FRONTEX and OLAF

Operational cooperation with the main actors in the security chain is vital to ensuring justice gets done. Throughout 2022, Eurojust continued to collaborate closely with the European Justice and Home Affairs Agencies (JHA) and the EU institutions, contributing judicial expertise in the common fight against cross-border crime. During 2022, the Agency handled a significant number of cross-border cases with Europol and the EPPO, as well as a smaller number of cases with OLAF.



Cooperation with the EPPO

The Eurojust Liaison Team worked closely with the EPPO to increase information exchange, especially with regards to workflows to be followed for the opening and handling of cases at Eurojust involving the EPPO. The workflows were agreed in October 2022 and approved by the College in January 2023. The agreed workflows are included, in a more detailed manner, in the EPPO Chapter of the Operations Manual.

The Eurojust-EPPO Liaison Team held two meetings throughout the year to discuss operational, institutional and strategic cooperation.

- Eurojust opened 14 cases (of which four are already closed), involving the EPPO in 2022. All cases were opened at the request of the EPPO. In addition, the EPPO was involved in four CMs and one JIT.
- Eurojust and the EPPO focused on the implementation of the [2021 Working Arrangement](#).

²⁰ In accordance with Articles 2(1) and (3), 4(1) (g) and (h), 49(4) and (5), 50(1) and (4) and 51(2) and (3) of the EJR.

- An Action Plan for 2022-23 was agreed and a secure communication channel, the EPPOBox, was put in place for the exchange of operational data. Work also started to put in place a hit/no-hit system between Eurojust and the EPPO.
- The EPPO participated in the European Multidisciplinary Platform against Criminal Threats (EMPACT) Missing Trader Intra Community fraud Operational Action led by Eurojust.
- EPPO participated in the US-EU Mutual Legal Assistance Expert Group established by Eurojust on a proposal from the United States' Department of Justice, with the aim to train judicial practitioners on various legal requirements and standards when preparing MLAs addressed to the US.

Cooperation with Europol

Europol and Eurojust continued their close cooperation on operational and strategic matters. Some activities that stopped during the pandemic restarted again, such as the Eurojust-Europol exchange programme that resumed in December with a session hosted at Eurojust.

Main achievements in 2022 include:

- In January, the heads of both Agencies had a high level meeting, and in September 2022, a Steering Committee meeting took place. A deep assessment of the implementation of the 2010 Cooperation Agreement was performed, as well as the start of the evaluation of the information exchange mechanisms in place, considering the novelties introduced by [the Recast Europol Regulation](#).
- The joint proposal at working level for the reciprocal hit-no-hit access to information was finalised.
- Close cooperation in the framework of SIRIUS Project continued with two big events: an Annual Advisory Board meeting and the SIRIUS Annual Conference.
- Joint efforts to further promote and raise awareness among national prosecutors on prosecuting with EMPACT.
- Eurojust and Europol continued to exchange data on JITs on a quarterly basis. Both agencies agreed to hold a working meeting in November, to discuss funding aspects (e.g. JITs funding state of play, introduced novelties, etc.) and ensure a proper implementation of the MoU on JITs Funding. On several occasions, the agencies consulted each other on possible instances of double funding. The joint leaflet on funding possibilities offered by both agencies was updated and re-published, reflecting the implemented changes in 2022.
- After the appointment of the new Eurojust representative to the European Counter-Terrorism Centre (ECTC) in February 2022, swift exchanges and cooperation in terrorism cases involving both agencies remained continuous, and the regular meetings between the Eurojust representative and the ECTC leadership were re-established.
- Overall, Europol was involved in three CCs, 127 CMs, and nine new and 45 ongoing JITs. A notable example of cooperation is the [takedown of one of Europe's most active Albanian-speaking cocaine trafficking networks](#) through close cooperation of law enforcement officers across Europe with active assistance and cooperation of Eurojust and Europol. The crackdown against large-scale importers and wholesalers of drugs from Latin America resulted in 45 arrests.

Cooperation with OLAF

- OLAF and Eurojust had four Liaison Team meetings to discuss joint activities, and a high level meeting took place in February 2022. The Liaison Teams discussed new venues for cooperation including new crime areas, possible use of each other's networks in third countries and the potential of Eurojust's own initiative cases. In addition, negotiations for a new working arrangement resumed in September.
- OLAF was involved in four CMs and three ongoing JITs. Eurojust, assisted by OLAF, supported the Romanian and Italian authorities in [investigating five Italian citizens accused of defrauding the EU](#) of EU agricultural funds.

Cooperation with FRONTEX

Eurojust continued the negotiations of a working arrangement between Eurojust and FRONTEX, by preparing a draft on the processing of operational personal data and a legal analysis on the communication channels between the two Agencies. The negotiations with FRONTEX needed to be suspended in June 2022, as FRONTEX received a negative opinion from the European Data Protection Supervisor (EDPS) on their implementing rules on processing of (operational) personal data.


EMPACT

- Eurojust participated to all [EMPACT](#) Operational Action Plans (OAPs) and was (co-)leader in 12.
- Eurojust and Europol supported Spanish and Italian authorities in [taking action against two organised crime groups with suspected links to the 'Ndrangheta mafia](#) and allegedly involved in drug trafficking, money laundering and extortion. This case falls under the EMPACT Operational Action 2.3 on 'Ndrangheta and the Sicilian mafia, the first EMPACT action led by the National Antimafia Directorate (Direzione Nazionale Antimafia) in which Eurojust is co-leader with Europol.
- Another operation carried out as part of EMPACT, with the support of Eurojust, was the [takedown of online investment fraud responsible for losses of several million euros](#) by authorities in Finland, Germany, Belgium and Latvia.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of cases or requests for support received from the EPPO ²¹	N/A	p.m.	14	●	Quarterly KPI Report
Number of cases referred to the EPPO ²²	N/A	p.m.	8	●	Quarterly KPI Report
Number of cases with Europol	37	51	55	●	Monthly OS

²¹ Indicator added without target for baselining purposes.

²² Indicator added without target for baselining purposes.

Number of CMs with Europol	106	123	127		Monthly OS
Number of CCs with Europol	7	3	3		Monthly OS
Number of cases with OLAF	1 ²³	9	1	 ²⁴	Monthly OS
Percentage of EMPACT OAPs that Eurojust participates	100	100	100		Yearly KPI Report
Percentage of FRONTEX transmissions of case-related information effectively followed up by Eurojust	N/A	100	N/A	 ²⁵	Monthly OS

Objective 2.1.2 – Enhance effectiveness in criminal justice cooperation through joint initiatives with other relevant JHA partners

Cooperation with eu-LISA

Implementation of the three-year [Cooperation Plan](#) signed between Eurojust and eu-LISA in 2021 continued throughout 2022. Activities included:

- A joint report on [Artificial Intelligence \(AI\) supporting cross-border cooperation in criminal justice](#) was published in June 2022 and presented to Council and EU Innovation Hub. In recent years, with the European Commission's support, Eurojust and eu-LISA have started preparing for digital judicial cooperation, including AI based solutions. The joint report builds on that work, analyses related legal and policy issues, and explores AI use-cases to highlight how it benefits international judicial cooperation;
- Continuation of European Criminal Records Information System – Third Country Nationals (ECRIS-TCN) project; and,
- Discussions on future fields of cooperation: e-Codex and cooperation on the JIT cooperation platform.

²³ The 2019 result of 11 cases with OLAF comprises a more representative baseline.

²⁴ KPI was not met due to the initial target being too ambitious

²⁵ Discussions on the working arrangement with FRONTEX are on hold due to data protection issues from the side of FRONTEX.

Cooperation with CEPOL

Eurojust continued to support the training activities of CEPOL. In 2022, Eurojust covered the judicial cooperation aspects in 16 CEPOL courses, amongst others, on trafficking of human beings for sexual exploitation, child trafficking, facilitation of illegal immigration, cross-border exchange of e-evidence, corruption, environmental crimes and JITs. Several CEPOL courses are organised with the involvement of the EJTN, allowing the participation of up to 20 judges and prosecutors.

Eurojust contributed to CEPOL's capacity building projects, in particular the WB Partnership against Crime and Terrorism Project. The Project Coordinator of the new WB Justice Project also attended the Advisory Committee of WB Pact.

Further, Eurojust supported the EU Strategic Training Needs Assessment 2022-2025, published in March 2022, which identifies the EU training priorities in the area of internal security.

Cooperation with FRA

During 2022, Eurojust and FRA significantly enhanced their cooperation. Regular meetings ensured the successful implementation of various joint actions under the 12 identified common areas of interest. Examples include FRA presenting the Directive on combatting terrorism to Eurojust's Counter-Terrorism Working Group in January 2022, and its criminal detention database to Eurojust's College and Liaison Prosecutors in June 2022. Moreover, in October 2022, Eurojust participated in FRA's EAW project expert meeting, and joined the Steering Committee of FRA's project on violence and related human rights abuses against woman fleeing the war in Ukraine.

Changes to the mandates of both agencies in 2022 provide further scope for cooperation. At the high-level meeting held in October 2022, the Agencies discussed FRA's amended Regulation (increasing the Agency's scope of action in the area of judicial cooperation in criminal matters) and Eurojust's amended Regulation (allowing for the establishment of the Core International Crimes Database (CICED)).

JHA Agencies Network

Eurojust continued being an active member of the **JHA Agencies network (JHAAN)**, by participating in 18 meetings and contributing to the implementation of the 2022 deliverables.

In 2022, the activities of the JHAAN focused on four main thematic priorities: digitalisation, the European Green Deal, the JHA Agencies' cooperation with third countries, and training, as a horizontal priority. In addition to the planned activities for 2022, the JHAAN reacted swiftly to the unprecedented aggression against Ukraine.



The Network issued a [Joint Statement](#) in March 2022 declaring the nine agencies' commitment to respond to the conflict by providing assistance in their respective capacities, and helping people affected and displaced by the war. Moreover, in August 2022, the JHAAN published a [Joint Paper](#) on each Agency's contribution to the EU's solidarity with Ukraine.

In September 2022, the JHAAN published an [updated Joint Paper](#) on the individual and joint efforts by the nine EU Agencies active in the field of freedom, security and justice, to deal with the impact of COVID-19.

During the annual high-level meeting in November 2022, the JHAAN took stock of its main achievements in 2022, including the ongoing engagement with Ukraine and Moldova. The agenda also included a presentation of the extended mandate of Eurojust allowing the Agency to collect, analyse and share evidence of core international crimes.

In early 2022, the JHAAN published, as an annex to the Final Report on the JHA Agencies' Network Activities 2021, the JHAAN Assessment Report, which provides an overview of the Network's key achievements in the first ten years of JHAAN's existence, as well as observations regarding its

format and functioning, and recommendations for improvement, including strengthening cooperation with key stakeholder.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of new or revised cooperation instruments with other JHA agencies ²⁶	0	1	0	 ²⁷	Quarterly KPI Report
Number of shared initiatives ²⁸ with other agencies in the framework of the JHA agencies' network	24	20	23		Quarterly KPI Report

Action area 2 (b) - Cooperation with third countries and international organisations

KPI	Number of cases involving third countries and international organisations
Source of data	Annual statistics
Baseline 2019	835
Target 2022-2024	>=900
2022 result	992
Assessment	On track

Activity 2.2 – Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations ²⁹

Objective 2.2.1 – Strengthen cooperation with third countries and international organisations

In March 2021, the Council approved a mandate for the European Commission to start negotiations for international agreements on cooperation with Eurojust, between the EU and 13 third countries. The [Decision of the Council](#) opens the door for negotiations on agreements allowing for the exchange of operational information, including personal data, with Algeria, Argentina, Armenia, Bosnia and Herzegovina, Brazil, Colombia, Egypt, Israel, Jordan, Lebanon, Morocco, Tunisia and Turkey. The list is based on the **four-year strategy for cooperation with third countries and international organisations** prepared by Eurojust, and on the Commission's recommendation submitted on 19 November 2020.

²⁶ Excluding the EPPO, Europol, FRONTEX and OLAF.

²⁷ KPI was not met due to external factors outside of Eurojust control.

²⁸ Including trainings, meetings and joint reports.

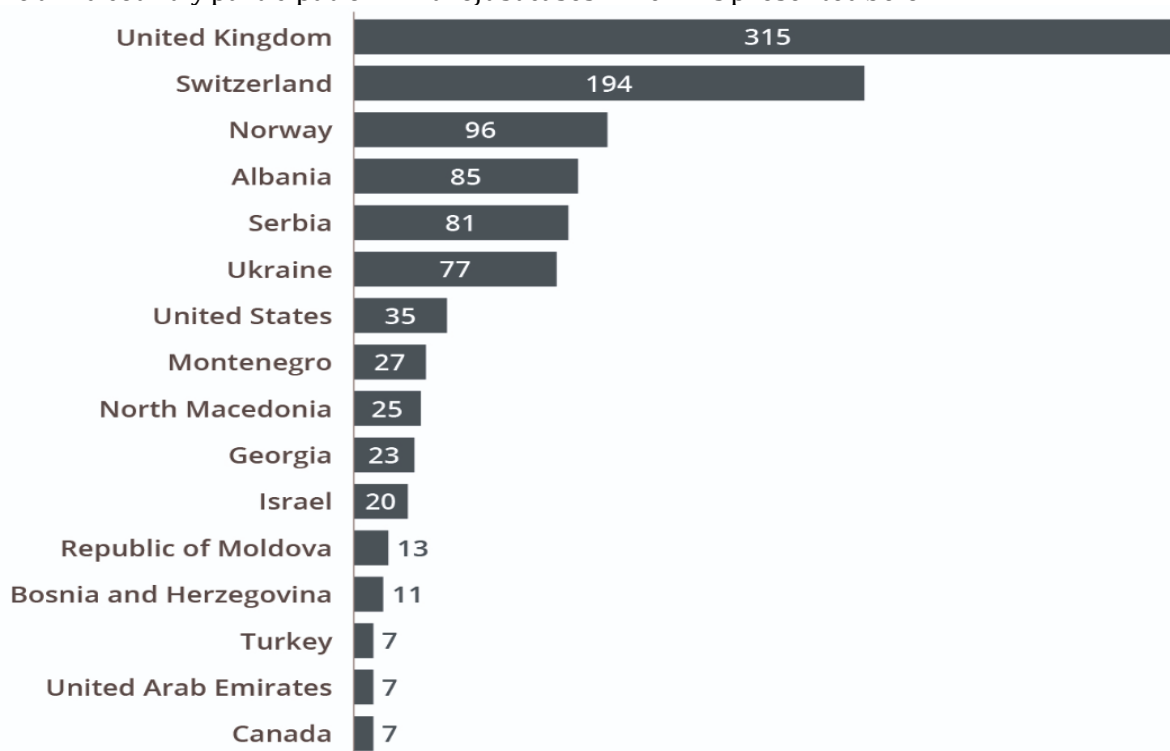
²⁹ In accordance with Articles 47(1) and (3), 52, 56 and 58 of the EJR.

[The Commission negotiations for the conclusion of international agreements on cooperation with Eurojust between the EU and third countries](#) are underway: with Armenia, a text has been agreed, and official negotiations have started with Colombia, Algeria and Lebanon. Eurojust attends the negotiation meetings as an observer, and supports the Commission in preparing the ground for the opening of negotiations.

Eurojust has been relying on an ever-growing network of Contact Points with the competent authorities in third countries. These connections enable prosecutors from Member States to establish quick contact and liaise with their counterparts in a third country when a crime extends beyond the EU's borders. Contact Points may work alongside Member State authorities during an investigation, either remotely or by attending coordination meetings at Eurojust. In 2022, Eurojust's total number of Contact Points grew to include Australia, Bahrain and Morocco. Eurojust also started regular meetings with the network of contact points to enhance cooperation and provide updates on the work of the Agency. In total, Eurojust held 14 virtual conferences with Contact Points in non-EU countries to consolidate relations.

Eurojust's international cooperation continues to lead to an increasing number of registered cases at the Agency, with 331 new cases owned by third countries opened in 2022 alone. Countries with a Liaison Prosecutor located at Eurojust have been requested to participate in cases 569 times in 2022. Moreover, countries with appointed Eurojust Contact Points have been requested to participate in 79 cases, and an additional 35 cases have involved countries that concluded a cooperation agreement with Eurojust but have not yet posted a Liaison Prosecutor at our premises. The UK is the third country with the highest casework, with more than 300 cases handled by Eurojust in 2022, followed by Switzerland, Norway, Albania, Serbia and Ukraine.

The third country participation in Eurojust cases in 2022 is presented below:



The involvement of Eurojust Contact Points does not allow for the exchange of operational information, including personal data, unless one of the situations in which such exchange had been enabled applies (i.e. international agreement, cooperation agreement concluded before 12 December 2019, adequacy decision, appropriate safeguards, derogations for specific situations). The Eurojust Data Protection Office received 51 requests from National Desks for an assessment

of a transfer of operational personal data in a specific case to a third country without a cooperation agreement or an adequacy decision of the Commission based on the law enforcement directive. During the process, the circumstances of each transfer were assessed, taking into account the different legal systems, data protection legislation, sectorial laws, administrative practice of the supervisory authority, and human rights situation in a country in question.



Following the development of a 2022-2023 Strategy for enhancing strategic relations with third countries and international organisations in 2021, Eurojust:

- Concluded a [working arrangement with the Ibero-American Association of Public Prosecutors](#). The purpose of this working arrangement is to encourage and develop cooperation between the parties in combating serious crime, particularly transnational organised crime, drug trafficking, trafficking in human beings, cybercrime and terrorism;
- Established cooperation with the Judicial Cooperation Network for Central Asia and Southern Caucasus;
- Enhanced relations with the United Nations Office on Drugs and Crime (UNODC) by identifying a number of joint activities to be continued in 2023. The UNODC was instrumental in facilitating the contact between Eurojust and the West African Network of Central Authorities and Prosecutors ([WACAP](#)) countries; and,
- Initiated talks with the Kingdom of Saudi Arabia.

Other activities throughout the year included:

- Increase of cooperation with the **International Criminal Court (ICC)** in the context of the JIT investigating alleged CIC committed in Ukraine; and,
- In the framework of the **Europe Latin America Programme of Assistance against Transnational Organised Crime (EL PacCTO)** and the closer dialogue with Latin America, Eurojust developed a Guide on Cooperation with Eurojust Contact Points in Latin America. The final version of the Guide in both Spanish and English was shared with all of the Contact Points in July 2022. Further meetings between Eurojust representatives and Latin American Contact Points might be organised in the future with support from EL PacCTO, where implementation of the Guide can also be discussed. Eurojust was present at the last EL PacCTO event in Buenos Aires on 7-9 November 2022 to address cooperation between Eurojust and Contact Points and further promote the Guide and share the latest updates regarding JITs.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of cases involving third countries	854	1 018	933	<div></div>	Monthly OS
Number of cases involving international organisations	40	59	59	<div></div>	Monthly OS
Number of JITs involving third countries	35	43	112	<div></div>	Monthly OS

Number of new third countries appointing a Eurojust contact point	4	3	3		Quarterly KPI Report
Number of new or revised cooperation instruments with third countries and international organisations	1	2	1	 30	Quarterly KPI Report

Action area 2 (c) – Externally funded projects for operational cooperation³¹

Activity 2.3 – Implement externally funded projects for cooperation³²

Objective 2.3.1 – Reinforce operational capabilities and/or cooperation with partners through external funding agreements

Eurojust's administrative services supported the projects with external funding through, e.g. budget planning, implementation and reporting, recruitment, procurement, event organisation, missions, Information and Communication Technology (ICT) needs etc.

EuroMed Justice

Eurojust's growing role and increasing involvement in the EuroMed Justice Programme has boosted cross-regional cooperation at strategic and operational levels. Eurojust participated in the development of CrimEx practical tools for judicial cooperation designed to provide accurate and updated information and operational solutions useful to the criminal justice practitioners and to constitute the content of training activities.

In October 2022, the EJP Secretariat became member of EuroMed Justice Net, the network of Contact Points for operational cooperation. Eurojust and the EJP Secretariat contributed to the operationalisation of the EuroMed Justice Net subgroups on cybercrime, assets recovery and migrants smuggling and provided guidance for the implementation of the 2022–25 cross-Mediterranean strategies. Eurojust fostered cooperation between EuroMed Justice Net Contact Points specialised in migrant smuggling and the Focus Group on migrants smuggling that was set up by Eurojust in 2020.

In October 2022, the 4th EuroMed Prosecutor's General Forum and the joint event organised with EU Prosecutor's General Consultative Forum [brought together for the first time high-level public prosecution officials from all EU Member States and South Partner Countries](#) (SPC). The Forum assessed the progress made and discussed the next steps for the implementation of the 2022-25 Strategy and Action Plans on smuggling of migrants, confiscation of crime proceeds and assets recovery. Seven high-level meetings took place for the negotiations on the cooperation agreements between SPCs and Eurojust.

³⁰ KPI was not met due to external factors outside of Eurojust control. The timing of the negotiation of new cooperation instruments, is heavily dependent on the negotiations led by the Commission.

³¹ For KPI progress, refer to the agreements for the funding and implementation of the respective external projects.

³² In accordance with Article 60 of the EJR and Article 7 of the Eurojust FR.

Western Balkans (WB) Criminal Justice

In September 2022, Eurojust started implementing an EU-funded project focusing on cross-border cooperation in criminal justice in the WB. The Eurojust President and Vice-Presidents visited the six WB partners to introduce the project to the authorities at high level. The WB partners appointed their respective members of the Contact group, which will be responsible for identifying common cases that would benefit from coordination. Eurojust prepared the budget structure and resource planning for the new project, and supported a number of missions to the six WB participating countries to formally introduce the project to their authorities.

Scientific Information Retrieval Integrated Utilisation System (SIRIUS)

The focus of the SIRIUS Project is to gather practical information for EU law enforcement and judicial authorities on how to obtain information/data from US-based service providers. The project, co-implemented by Eurojust and Europol, is a central reference point in the EU for knowledge sharing on cross-border access to electronic evidence. It offers a variety of services, such as guidelines, trainings and tools, to help with accessing data held by online service providers. These services are available to law enforcement and judicial authorities via a platform and an application. To this day, SIRIUS serves a community of competent authorities from 44 countries, representing all EU Member States and a growing number of third countries. The SIRIUS Project has received funding from the European Commission's Service for Foreign Policy Instruments. Within the project, Eurojust has contributed to the development of a number of activities and deliverables.

Intellectual Property Crime (IPC) Project

To strengthen the enforcement of IP rights at EU level, Eurojust and the European Union Intellectual Property Office (EUIPO) signed a Service Level Agreement (SLA) aimed at boosting cooperation and ensuring a more coherent and robust response against IP infringements across the EU in March 2021. The SLA, which is in force for a four-year period (2021-2024), provides Eurojust with extra funding to develop and implement the IPC Project.

The IPC Project at Eurojust aims to support the efforts of national authorities in the fight against IP crime and at contributing to an uptake in successful prosecutions at EU level. It does so by building, promoting and exchanging knowledge, tools and expertise, and supporting EU-wide efforts to target IP crime. In 2022, the IPC project carried out activities and released a number of deliverables that focused on different areas of IP crime.

Multi-annual strategic objective 3: Digitalisation

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

Action area 3 (a) – ICT operational capabilities

KPI	Percentage of actions timely implemented as per the new Eurojust CMS development plan
Source of data	Annual KPI Dashboard
Baseline 2019	N/A
Target 2022-2024	>=80
2022 result	N/A ³³
Assessment	N/A

Activity 3.1 – Further develop ICT operational capabilities ³⁴

Objective 3.1.1 – Ensure Eurojust's active contribution to the Digitalisation of Justice to improve information exchange and interoperability

Throughout 2022, Eurojust continued the implementation of initiatives related to the Commission's Communication on the **Digitalisation of Justice** (DCJ). In particular, Eurojust:

- Completed the market research and selection of a provider for the new Eurojust **Case Management System** (CMS). The confirmation of the procurement approach for hardware and services prepared the organisation for an initiation and planning phase in 2023, and allowed the commitment of the funds allocated to the new CMS, and;
- Attended the **EU Innovation Hub for Internal Security** meetings, and contributed to projects such as Accountability Principles for Artificial Intelligence (AP4AI) in the field of Internal Security, including a joint report on Artificial Intelligence;
- Executed successful tests for searches for persons in the **Schengen Information System (SIS) II** client, in collaboration with eu-LISA;
- Completed the necessary steps for the go-live with **Europol 'hit/no-hit'**. These included the implementation of internal workflows, the creation of two CMS profiles, and an agreement on a joint business case with Europol;
- Adopted a position on Eurojust's connection to **e-EDES**. The position was communicated to the Commission and the Council, and regular meetings were initiated with the Commission to develop Eurojust's access to e-EDES; and,
- Prepared organisational recommendations on **ECRIS-TCN** workflows and processes for decision by the College, in preparation for the launch of ECRIS-TCN in 2024.

During 2022, the JIT Network Secretariat, together with Eurojust, continued to support the European Commission in ensuring that the future features of the **JIT collaboration platform** would be in line with the operational needs of JITs practitioners. This involved the facilitation of several consultations of key JITs stakeholders (including members of the College of Eurojust and JIT National Experts) to exchange views on the main functionalities of the future platform and on the future role of Eurojust and the JITs Network Secretariat in facilitating the day-to-day use of this tool by national authorities. Most of the input gathered from the JIT practitioners has been


³³ Progress could not be measured during 2022.

³⁴ In accordance with Articles 23, 24, 25 and 80 of the EJR.

included in the draft Regulation on establishing a collaboration platform to support the functioning of JITs, published on 1 December 2021. On 13 December 2022, the negotiating parties reached a political agreement on the text of the draft Regulation. Once the text is revised from a linguistic point of view, it will be submitted for a final adoption to the European Parliament and the Council.

Following the reinforcement of Eurojust's mandate³⁵ to preserve, analyse and store evidence relating to genocide, crimes against humanity, war crimes and related criminal offences, Eurojust was tasked to establish a temporary secure and automated data management and storage facility outside the CMS for processing operational personal data related to such offences. As a consequence, Eurojust established the Ciced, including a secure large files transfer solution and storage in a secure repository, in full compliance with data protection rules. Eurojust submitted the first and second notifications together with two Data Protection Impact Assessments requesting for prior consultation under Article 80(8) of the Eurojust Regulation (EJR) in October and December 2022 to the EDPS. On 14 December 2022, the EDPS issued a positive opinion concerning the first notification (digital transfer solution). A subsequent positive opinion regarding the second notification (digital storage solution) was issued in February 2023.

A pilot was successfully carried out with a small group of countries being invited to submit evidence. The relevant workflows were developed and refined, and the Ciced Analysis Team was put in place. Eurojust is ready to receive evidence from all National Authorities as of the first quarter of 2023.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of completion of market research for new CMS technical solution	N/A	100	100		Quarterly KPI Report



Objective 3.1.2 – Enhance support to casework and judicial practitioners through existing ICT systems and operational data reporting solutions

Eurojust continued improving its existing systems supporting the operational processes, ensuring its core business tools are fully functional and enhanced whenever needed. Actions included:

- Completion of the necessary maintenance, technical upgrades and improvements of the existing CMS;
- Creation of a new CMS profile (Cross-Check Profile);
- Continuation of the development of a new JIITs Claims module. The module will replace the current way that claimants submit their reimbursement claims. It will be integrated to the already existing JIITs Portal and System used for funding applications;
- Delivery of a secure instant messaging capacity to JIITs (in cooperation with FRONTEX);
- Implementation of a transfer of large files solution to improve the exchange of information in the context of a JIIT; and,

³⁵ COM/2022/187 Final.

- Further improvements and changes implemented to the JITs Portal and JITs System to reflect novelties initiated in 2022.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of ICT operational initiatives implemented in line with the work plan set by governing bodies	100	80	100		Quarterly KPI Report
Percentage of time that current CMS is fully operational	100	100	100		Quarterly KPI Report

Multi-annual strategic objective 4: Strategic work

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

Action area 4 (a) – Expertise sharing with EU bodies and judicial practitioners

KPI	Percentage of prioritised products on priority crime areas and judicial cooperation instruments delivered
Source of data	Annual KPI Dashboard
Baseline 2019	101
Target 2022-2024	>=80
2022 result	85
Assessment	On track

KPI	Number of serviced stakeholder requests for strategic contributions
Source of data	Annual KPI Dashboard
Baseline 2019	N/A
Target 2022-2024	>=120
2022 result	263
Assessment	On track

Activity 4.1 – Collect, analyse and disseminate best practices and lessons learned from casework³⁶

Objective 4.1.1 – Enhance Eurojust's institutional knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area

In 2022, Eurojust continued to regularly participate to EU bodies' working parties and expert groups, making in total 29 official contributions. This consistent participation enhanced Eurojust's visibility and its important role of Eurojust in the security of the EU.

The list of reports, guidelines and analyses drafted by the responsible Eurojust working groups is as follows:

Judicial Cooperation Instruments Team

- In February 2022, Eurojust participated in a Commission experts' meeting on transfer of proceedings. Eurojust also provided replies to a targeted questionnaire by the European Commission in relation to a possible legislative proposal on transfer of proceedings.
- The EAW was one of the main topics of the 9th Round of mutual evaluations on mutual recognition of legal instruments in the field of deprivation or restriction of liberty. Between 2019 and 2022, Eurojust participated, as an observer in five evaluation visits and provided input on the Council's Final Report.
- [Case-law by the CJEU the EAW](#). The case-law overview contains summaries of six new judgments touching upon issues such as the right to an independent tribunal previously established by law, the *ne bis in idem* principle, dual criminality and *force majeure*.
- Eurojust has compiled relevant information so that judicial authorities can have access to accurate information on the legal requirements in other states regarding the scope of the

³⁶ In accordance with Articles 5(2) (j) and 68 of the EJR.

EIO Directive and different legal regimes for the bugging of a car, GPS tracking or surveillance through a Trojan-horse-like device or audio surveillance in private places.

- Monitoring of national and European case-law on the EIO.
- Eurojust held a meeting at working level with the Council Secretariat in preparation of the 10th round mutual evaluation visits (EIO Directive related) and shared Eurojust's practical experience in this field.
- Eurojust prepared input for the EU institutions in relation to the legislative proposals on digitalization of judicial cooperation instruments.
- Establishment of a US-EU Expert group on obtaining (e-) evidence via MLA from the US, which had its first meeting in November 2022.

Economic Crime Team

- First publication of [Eurojust's Casework on Corruption: 2016-2021](#) providing an overview of problems and solutions, including the use of Eurojust's judicial cooperation tools, based on Eurojust's corruption casework and expertise.
- First dedicated publication of the [Eurojust Report on Money Laundering](#) to support national authorities by providing an overview of the legal and practical challenges, as well as solutions, including the use of Eurojust's judicial cooperation tools.
- Co-leading for the first time in an EMPACT Operational Activity, leading activities of a group of dedicated specialists in the field of Missing Trader Intra-Community fraud from 13 Member States as well as EUROPOL, OLAF and DG Justice. Tackling this type of fraud is one of the aims of the priority Fraud, Economic and Financial Crimes of EMPACT 2022-2025 in the fight against serious and organised crime.
- Eurojust supported trainings organised by CEPOL, EJTN and EU funded projects, to stimulate the falling number of environmental crimes initiated at national level. Moreover, Eurojust participated in the EU Crime Prevention Network wildlife crime awareness campaign
- Within EMPACT, Eurojust OAPs on: transnational investigations into waste trafficking and 'follow-the-money' approach to dismantle the involved organised crime groups; tackling criminal finance, money laundering and asset recovery related to wildlife and timber trafficking; support to multidisciplinary training activities related to environmental crime organised by CEPOL; strengthening judicial cooperation between the EU and Asia.
- EU-US commitment to intensify cooperation in the fight against environmental crime following the JHA Ministerial Meeting.
- Eurojust hosted the joint [Eurojust/French Presidency symposium on environmental crime](#), and the European Network of Prosecutors for the Environment Annual General Meeting and 10th anniversary Event.
- Eurojust continued to provide support and advice to national authorities across the full life cycle of the asset recovery process, from tracing, freezing, confiscating and disposal of assets. This support included issues with the application of the Regulation on Mutual Recognition on Freezing Orders and Confiscations. In addition, Eurojust monitored the relevant case law of the CJEU.

Anti-Trafficking Team

- Eurojust reached practitioners by publishing a leaflet on [Eurojust's work in the fight against Migrant Smuggling](#) and describing the dedicated Focus Group. The leaflet was first

disseminated at the occasion of Eurojust's participation in the first Conference on migrant smuggling in the Mediterranean, organised by EuroMed Justice. Eurojust consolidated the Focus Group by organizing two virtual workshops, periodical newsletters and enlarging the number of members;

- [Eurojust's Annual Meeting on Migrant Smuggling in October 2022](#) gathered for the first time in person representatives of the SPC and EU members of the judiciary. The WACAP Network and the WB project representatives also participated at the meeting.
- Eurojust consolidated its cooperation with JHAA, namely FRA, CEPOL and especially Europol. Since 2022, Eurojust has been actively participating in meetings of the Joint Liaison Task Force supported by the European Migrant Smuggling Centre at Europol. Furthermore, Eurojust has deepened its participation in EMPACT, where it hosted the workshop for the elaboration of the OAP 2023 in the field of migrant smuggling.
- In June 2022, Eurojust co-organised with the European Commission the [first meeting since 2015 of the focus group of prosecutors specialised in human trafficking](#). In September, Eurojust started participating in the weekly meetings of the Joint Liaison Task Force at Europol. The regular attendance of Eurojust's Anti-Trafficking Team in these meetings further enhances the cooperation between the two Agencies and ensures that the judicial component is represented.
- A [Common Anti-Trafficking Plan](#) was adopted at EU level to address the risks of human trafficking and support victims fleeing the war in Ukraine. The plan was drawn up jointly by the European Commission, the European External Action Service, the relevant EU Agencies (including Eurojust) and Member States in the context of the Solidarity Platform, under the lead of the EU Anti-trafficking Coordinator. It refers to the role played by Eurojust in fostering judicial cooperation, assisting investigations on human trafficking at the earliest stage and encourages law enforcement and judicial authorities to cooperate and exchange data on investigations related to the war in Ukraine with Eurojust.
- Eurojust disseminated (and regularly updated) to the national competent authorities an Information Note on the increased risk of human trafficking triggered by the situation in Ukraine, encouraging to exchange information and open investigations on human trafficking when suspicions of exploitation of Ukrainian refugees arise. This note offered the availability of Eurojust to assist such human trafficking investigations at the earliest possibility, to enhance the exchange of information and speed up judicial cooperation, including with Ukraine.
- In March 2022, Eurojust provided a [written contribution](#) to the evaluation of [the Anti-Trafficking Directive](#).

Victims' Rights Working Group

- The work plan for 2023-2024 was adopted and the [dedicated webpages were updated](#).
- In February the [first ever casework report on victims' rights](#) was published and a [dedicated fact sheet](#) was disseminated.
- Eurojust participated actively in the EU Victims' Rights Platform and contributed to the revision of the Victims' Rights Directive, and to the *ad hoc* meeting on victims of war crime in Ukraine.

Cybercrime Team

- Eurojust continued to provide important support in cases related to encrypted communication platforms (e.g. EncroChat/SKY ECC and others). Eurojust also ensured a strategic follow up on these type of cases through monitoring of case-law.

- Establishment of a US-EU Expert group on obtaining (e-) evidence via MLA from the US, which had its first meeting in November 2022.
- Eurojust-US workshop on ransomware, where expertise and knowledge on the topic were shared among practitioners. A similar conference was held with the Council of Europe.
- Fostering of the EU-US cooperation against ransomware attacks.
- Publication of the [Cybercrime Judicial Monitor – Issue 7](#).

Counter-Terrorism Team

- In November 2022, the [annual expert meeting on counter-terrorism](#) gathered national correspondents for Eurojust, specialised prosecutors from both EU Member States and third countries, as well as representatives from EU institutions and international organisations. The topics discussed included the operational experience with cases based on CTR information, cross-border investigations into the financing of terrorism, the impact of migrant smuggling on terrorism and legal challenges in counter-terrorism prosecutions. In April 2022, the [Outcome Report of the 2021 Eurojust Meeting on Counter-Terrorism](#) was published.
- Eurojust contributed to the 2022 EU Terrorism Situation and Trend Report (TE-SAT) report, which provides an overview of the terrorism phenomenon in the EU in a given year. The Eurojust contribution includes statistical information on convictions and acquittals for terrorist offences, case illustrations and information on amendments to the terrorism-related legislation in EU Member States. Furthermore, Eurojust is a permanent member of the TE-SAT Advisory Board, a body of experts consulted on the content of the report, as well as on the customer requirements and methodology used to produce the TE-SAT.
- In April 2022, Eurojust hosted the [French EU Presidency seminar](#) on justice and internal security - 'Europe that protects'. One key round table was dedicated to the fight against online hate speech. The panellists presented the actions taken by Member States in this area, as well as the existing cooperation between judicial and law enforcement national authorities and dedicated EU agencies. Eurojust's activities in supporting national authorities in their investigations and prosecutions of hate crime and hate speech were also presented. In 2022, Eurojust expressed its interest to get further involved in the activities steered by the European Commission to combat hate speech and hate crime by joining the dedicated working groups on reporting and data collection, on hate speech online and on victim support.
- Eurojust participated in the work of several Council of Europe working groups: on emerging terrorist threats, on the applicability of the Council of Europe Recommendation on battlefield evidence and on the new Council of Europe Counter-Terrorism Strategy and provided written input to the draft new Council of Europe Counter-Terrorism Strategy.




Consultative Forum

Eurojust actively facilitated the work of the **Consultative Forum of Prosecutors General of the EU**, by ensuring appropriate participation and follow-up to the conclusions. The 16th meeting of the Consultative Forum took place in October. The meeting was jointly chaired by Mr Igor Stříž, Prosecutor General of the Czech Republic, and Mr Olivier Christen, Director of Criminal Affairs and Pardons at the French Ministry for Justice, representing the two Presidencies of the Council of the EU this year. The judicial response to alleged CIC committed in Ukraine was the main theme, together with disinformation via cyberspace. Participants exchanged views on practical experiences and challenges in relation to the prosecution of violations of the current EU sanctions against Russian and Belarusian individuals and companies.

The continued presence of the Eurojust Liaison Officer in Brussels ensured strategic outreach of Eurojust and allowed to play an important and more visible role in strengthening partnerships and sharing information with key actors in the EU internal security chain, including relevant partners in the European Commission, relevant preparatory bodies in the Council of the EU, the Parliament Committee on Civil Liberties, Justice And Home Affairs and partner JHA agencies.

The **Retaining Knowledge Project** entered its second and final phase on 1 January 2022. It will run until 31 December 2023 and aims to deliver concrete outputs and benefits, in line with its scope. During 2022, the project pursued its efforts to set standards and provide accurate guidance on knowledge retention matters to all the stakeholders. A living catalogue of potential topics of knowledge retention interest containing concrete examples of what to take into account when assessing whether to label a case as knowledge retention case, was produced for the first time in 2022. So was the project status report, aiming to present the outcome of the knowledge retention cases and the identified (emerging) trends in the different crime fields with regard to judicial cooperation instruments and judicial cooperation in general. During the year, 375 retaining knowledge cases were identified, and 364 **Case Information Forms** (CIFs) were drafted, to retain knowledge, best practices and lessons learned from Eurojust cases.



The **Eurojust Knowledge Management Interface** has been maintained through the year, with 245 new items (Eurojust products) added.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of prioritised products in judicial cooperation and priority crime areas delivered according to the work plans set by College's operational working groups ³⁷	72	80	85		Yearly KPI Report
Number of CIFs drafted to retain knowledge, best practices and lessons learned from cases	544	600	364	 ³⁸	Quarterly KPI Report
Number of operational topics on judicial cooperation issues	2	5	3	 ³⁹	Quarterly KPI Report

³⁷ Including reports, projects and meetings prioritised by the following College operational working groups: the Counter-Terrorism Team, the Economic Crime Team, the Anti-Trafficking Team, the Cybercrime Team and the Judicial Cooperation Instruments Team.

³⁸ KPI was not met due to adjusted organisational priorities.

³⁹ KPI was not met due to other factors currently being analysed and/or addressed.

Level of satisfaction of Consultative Forum participants on logistical support and content (1-4)	N/A	3.2	3.6		Yearly KPI Report
Number of official contributions to EU bodies' working parties and expert groups (COSI, CATS, COPEN)	29	29	29		Quarterly KPI Report

Action area 4 (b) – Corporate communication and outreach

KPI	Number of media mentions of Eurojust
Source of data	Annual KPI Dashboard
Baseline 2019	36 115
Target 2022-2024	>=37 500
2022 result	89 992
Assessment	On track

Activity 4.2 – Communicate Eurojust's successes and added-value to stakeholders⁴⁰

Objective 4.2.1 – Effectively and efficiently use communication capabilities to support operational and strategic goals

During 2022, Eurojust increased its visibility across all communication channels.

The various roles Eurojust played in addressing the war in Ukraine had a heavy impact on the communication topics and resulted in highly increased visibility of Eurojust across the board. Eurojust's role in this context was presented on a dedicated page of the Eurojust website. Several press events and releases, including intensive social media activity took place, as well as for e.g. the programme of the Open day that embraced the subject in dedicated video contributions.

In particular:

- In **media**, with 89 992 news and social media articles published, mentioning the Agency, an increase of close to five times more compared to 2021 was measured. This was based among others on the organisation of two major press conferences on the Ukraine JIT, with attendance of over 50 media representatives (in person and online) and one on a major anti-migrant smuggling case. All events took place as online press briefings. Twenty on-the-record interviews by Eurojust representatives (including after press conferences) were counted in 2022. In terms of press releases and news items prepared, the number increased by 16%, and reached to 121 items in the reporting period.
- On **social media**, Eurojust published 566 Tweets, 178 LinkedIn posts and 27 YouTube videos over the course of 2022. This activity contributed to a substantial growth of the social media followership: on Twitter, Eurojust welcomed 3 685 new followers, an increase of 40,8%. On LinkedIn, the number of new followers was 12 928, an increase of 42,4%. On YouTube, Eurojust had 212 new subscribers, an increase of 43,6%.

⁴⁰ In accordance with Article 67 and 74 of the EJR.

- Compared to 2021, the number of visitors to the **Eurojust website** almost doubled, with an increase of 97% (from 161 268 to 318 207). These visitors made up for 438 874 visits to the Eurojust website, representing an increase by 86% from 2021. In total 1 000 533 pages were viewed, representing an increase of 83% from 2021.
- From the re-opening of Eurojust to the public in April 2022, until the end of the year, 13 **visitor/study groups** were hosted and given dedicated presentations about the Agency.
- The **Eurojust Open Day** is part of the Just Peace Month, an initiative of the Municipality of The Hague to highlight the important work of international organisations and their contribution towards global peace, justice and freedom. After two years of virtual Open Days, in October 2022 Eurojust welcomed 115 physical attendants (available spots were fully booked) as well as 197 listeners during the Twitter Spaces live audio broadcasts of the presentations. The dedicated web page was visited more than 800 times and the YouTube videos published on the Open Day were watched 1 682 times.
- To enhance stakeholders' understanding of Eurojust's work, seven **thematic leaflets** were published in 2022 on Eurojust's activities in the areas of victims' rights, migrant smuggling, environmental crime, cooperation with the WB, and IPC.

As in previous years, [the 2021 Annual Report](#) was produced in paperback, as well as in [digital format](#), offering a variety of further communication opportunities.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of media mentions of Eurojust ⁴¹	27 829	36 000	89 992	●	Quarterly web statistics
Number of visits to Eurojust website	261 388	320 000	438 874	●	Quarterly web statistics
Number of outreach products delivered to target audiences	570	600	766	●	Quarterly KPI Report

⁴¹ Including social media.

Multi-annual strategic objective 5: Organisational capabilities & efficiency

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

Action area 5 (a) – Organisational efficiency

KPI	Ratio of new and existing cases over the number of staff and Seconded National Experts (SNE)
Source of data	Annual KPI Dashboard
Baseline 2019	35
Target 2022-2024	≥ 40
2022 result	43.6
Assessment	On track

Activity 5.1 – Implement efficiency gains strategy ⁴²

Objective 5.1.1 – Further improve organisational efficiency and flexibility in meeting operational needs

Eurojust continued to review and assess its organisational processes to gain efficiencies, and took several steps to improve its ICT solutions to better support its processes.

Eurojust worked on enhancing the functionalities of several business tools, ensuring they remain fit for purpose and provide the organisation with the efficiency to manage their administrative processes. Two organisation-wide projects went live in 2022, the Eurojust Self Service Portal and Pexip, the new videoconferencing system for CMs and CCs with up to 10 simultaneous interpretations. The analysis for the migration of the existing Extranet, the selection of suppliers for the replacement of the Library system and the implementation of the e-signature solution have been completed. Finally, the email naming convention change project was successfully completed.

The implementation of SYSPER continued as planned, and Eurojust initiated the process for digitalising staff members' personal files. Eurojust continued improving its Activity Based Budgeting tools by refining its activity planning tool and by introducing an activity reporting tool. In addition, improvements were introduced in Eurojust's missions' processes and tools.

Eurojust rolled out the Commission's new accounting and financial management system (SUMMA) in January 2022, as one of the three pilot agencies. Despite the system not being fully developed yet and various technical issues, Eurojust managed to properly monitor and support the budget implementation process throughout the year, fully implement the available budget and smoothly close this first financial year in the new system, while achieving all main budgetary performance indicators and avoiding any penalties for the 2024 budget.






Eurojust retained the efficiencies gained during the COVID-19 crisis. In 2022, Eurojust organised 47% of CMs, all staff trainings and all selection procedures online, thus reducing significantly the related financial and human resource costs. In addition, 29% of all CMs took place in hybrid mode. Implementation of the action plan, following the launch of the **2021 Staff engagement survey**, continued throughout 2022. In total, 93,3% of actions planned were implemented on time. In addition, Eurojust started the preparations for the launch of the 2023 Staff Engagement Survey.

⁴² In accordance with Chapter 7 of the Eurojust FR.

As a response to the 2021 Staff Satisfaction Survey, Eurojust continued improving its internal communication. Actions included:

- An internal weekly newsletter, providing staff with the highlights of the most important activities of the Agency and serving as a communication platform for the various Eurojust entities;
- Five all staff meetings, including a series of presentations on ongoing projects and the responsibilities of various units; and,
- A series of internal events and activities to commemorate the 20th anniversary of Eurojust.

More information on the state of play of the Eurojust strategy achieving efficiency gains is found under Part II. (a) 2.6 Strategy for efficiency gains.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of ICT projects initiated based on a business case or cost-benefit analysis	100	100	100		Quarterly KPI report
Average cost of CM (in EUR)	3 054 ⁴³	(≤) 5 600	4 789		Quarterly budget dashboard
Percentage of staff satisfaction	N/A	75	N/A	 ⁴⁴	Yearly survey
Percentage of actions planned for 2022 to follow up on staff satisfaction survey results implemented on time	N/A	80	93.3		Quarterly KPI report
Percentage of post-holders satisfied with internal communication	51	65	N/A	 ⁴⁵	Yearly survey

⁴³ The 2019 result of EUR 6 179 comprises a more representative baseline.

⁴⁴ Eurojust launches a biannual staff engagement survey. Following the launch of the 2021 survey and the implementation of the relation action plan to follow up on the survey results, a new survey will be launched in 2023.

⁴⁵ Idem.

Action area 5 (b) – Organisational management and internal control

KPI	Percentage of ICF principles present and functioning
Source of data	Annual KPI Dashboard
Baseline 2019	100
Target 2022-2024	100
2022 result	100
Assessment	On track

Activity 5.2 – Implement strategy for organisational management and internal control ⁴⁶



Objective 5.2.1 – Strengthen organisational management and internal control, enabling the College to focus on its operational tasks

The annual assessment of the implementation of Eurojust Internal Control Framework was carried out in 2023. The assessment concluded that all Internal Control Framework principles are present and functioning, albeit some minor deficiencies, for which corrective measures have been foreseen. More details on the assessment of Eurojust's Internal Control Framework can be found under Part.III.

Cooperation with the European Data Protection Supervisor (EDPS)



Eurojust's Data Protection Office (DPO) continued holding bi-monthly meetings with the EDPS in 2022. Depending on the topics and the agenda, colleagues from other Eurojust entities were also invited. The DPO launched a number of informal consultations concerning various data protection topics, and organised ad hoc meetings for specific topics. The EDPS invited the Eurojust DPO to participate as speaker in the supervision conference co-organised by the EDPS, the EPPO and Eurojust about data protection and criminal justice on 29 November 2022 in Brussels. Additionally, the DPO participated in Panel I on Eurojust reform in the age of digitalisation and war.

The 1st audit report by the EDPS in October 2021 was not received by the end of 2022. 21 recommendations were received in the context of 1st and 2nd CISED notifications to the EDPS; some of those were addressed in 2022 already, the rest will be implemented in 2023.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of ICF principles present and functioning	100	100	100		Yearly KPI Report
Percentage of accepted internal and external audit recommendations ⁴⁷ implemented within set deadlines	70	80	80		Bi-annual KPI report

⁴⁶ In accordance with Articles 5(1) and 16 of the EJR, Article 30 of the Eurojust FR and the College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust ICF.

⁴⁷ From IAS, ECA and private auditors.

Percentage of European Parliament discharge observations implemented within set deadlines	60	70	86%		Bi-annual KPI report
Percentage of actions planned for 2022 to address EDPS recommendations implemented on time	N/A	80	N/A		Quarterly KPI report

Action area 5 (c) – Environmental impact


KPI	Number of environmental certifications acquired and maintained
Source of data	Annual KPI Dashboard
Baseline 2019	0
Target 2022-2024	>=1
2022 result	0
Assessment	Needs attention

Activity 5.3 – Implement environmental management strategy

Objective 5.3.1 – Reduce Eurojust's carbon footprint and CO2 emissions

In 2021, Eurojust initiated the implementation of the **EU Eco-Management and Audit Scheme EMAS (EMAS) / ISO 14001** compliance framework. The implementation was facilitated by a consultancy company that defined a set of activities needed to achieve the EMAS certification. In 2022, Eurojust received the final report from the consultancy company on the implementation plan, the environmental regulations in the Netherlands and the organisational structure required for EMAS certification. Following a public tender, a new consultancy contract was signed in 2022. Further steps towards certification will take place in 2023.

More information regarding the 2022 activities can be found under Annex VII.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Number of environmental certifications achieved	0	1	0		Yearly KPI Report

⁴⁸ The audit report was not received by the time of the drafting of the 2022 CAAR.

⁴⁹ KPI was not met due to adjusted organisational priorities.

Action area 5 (d) – Revision of the Eurojust Regulation (EJR)

KPI	Percentage of actions timely implemented as per the action plan of the revised EJR
Source of data	Annual KPI Dashboard
Baseline 2019	N/A
Target 2022-2024	≥ 80
2022 result	100
Assessment	On track

Activity 5.4 – Support process for amending the EJR and tasks⁵⁰

Objective 5.4.1 – Ensure timely implementation of legislative process outcomes affecting Eurojust tasks

In response to Russia's invasion of Ukraine, Eurojust's role in fighting CIC was enhanced, with the Agency playing an active role on various fronts. In May 2022, Eurojust's mandate was extended to include preservation, analysis and storage of evidence relating to CIC⁵¹. The Agency was provided with human and financial resources to continue supporting the JIT investigating alleged CIC committed in Ukraine and to create an innovative tool to collect and analyse CIC evidence.

In December 2021, the Commission presented a package of legislative initiatives on 'Security and Justice in the Digital World' that includes a targeted revision of the EJR. The proposed amendments focus on the CTR, Eurojust's data processing environment and the Liaison Prosecutors' access to the CMS. Eurojust provided input, as requested, concerning the operational benefits and concrete results achieved with the implementation of the CTR so far, as well as technical input on the proposed IT solutions. The resulting text is in line with the College position: Eurojust's ability to identify links between terrorism cases is enhanced, technical amendments allow the operation of a modern CMS and a secure digital communication channel between Member States and Eurojust, and a clear legal basis is provided to facilitate cooperation with liaison prosecutors seconded to Eurojust. The amendments to the EJR are expected to bring clarity as to the scope of information to be transmitted to Eurojust and the timing of the transmission. This will enhance the information sharing in terrorism cases dealt with by EU Member States and Eurojust's capacity to detect links between judicial proceedings concerning terrorist offences.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Percentage of actions planned for 2022 as part of the EJR revision project implemented on time	N/A	80	100		Quarterly KPI report

⁵⁰ In accordance with Article 69 of the EJR.

⁵¹ As per Regulation (EU) 2022/838 of the European Parliament and the Council of 30 May 2022 amending Regulation (EU) 2018/1727 as regards the preservation, analysis and storage at Eurojust of evidence relating to genocide, crimes against humanity, war crimes and related criminal offences, following Commission's legislative proposal of 25 April 2022.

Horizontal Objective: Provide effective and efficient recurring administrative services

To deliver its core operational services, Eurojust has to carry out in a smooth manner a number of horizontal support activities on a day-to-day basis. These include recurring administrative services related to infrastructure, facilities, management duties and other cross-cutting support functions.



All Eurojust core administrative and support services were provided efficiently and effectively throughout 2022. Eurojust achieved 79% of the measurable and relevant 2022 AWP KPIs and made a steady progress towards achieving its multi-annual KPIs.

In light of the 2022 resource shortfalls, included in the initial budget and AWP, or emerging in the course of the year, as well as the SUMMA implementation and the technical constraints thereof, Eurojust provided extended support to all organisational units to learn how to use the new system and implement the budget in an optimal way and in line with the changing organisational priorities. As a result, Eurojust implemented 99,93% of its final 2022 budget. In addition, by 31 December 2022, Eurojust had fully implemented its Establishment Plan, with all 221 posts filled⁵².

Accounting services were provided as planned, with some delays due to the challenging SUMMA implementation. The reliability of the accounts has been ensured in all material respect as well as the sufficiency of cash in the Eurojust bank accounts. As SUMMA is still in the pilot phase, its introduction did have the effect of complicating the in-year budget implementation. Most notably, technical issues affected payment times, with only 47,1% of payments of invoices and cost claims executed on time.

All physical and ICT security services were delivered as planned, without interruptions. The operation and maintenance of ICT infrastructure and services was provided with minimum interruptions. Eurojust initiated work on an IT Disaster Recovery Plan to ensure business continuity.











In 2022, six requests for access to administrative personal data, three requests for access to operational personal data, and four objections to the processing of personal data and to obtain the restriction of processing were received. These figures represent an increase in comparison to the four requests for access to personal data (one administrative request and three operational requests) received in 2020 and the six requests (three administrative requests and three operational requests) received in 2021.

Indicators	2020 result (baseline)	Target	2022 result	Progress	Source of data
Delay in submission of draft programming document	0	0	0		Quarterly KPI report
Percentage of AWP KPIs achieved ⁵³	48 ⁵⁴	70	79		Yearly KPI report

⁵² Including 12 offers sent before the end of 2022.

⁵³ This will be measured only for the KPIs that will remain relevant, measurable and possible to assess in 2022.

⁵⁴ The 2019 result of 71% comprises a more representative baseline.

Percentage of budget implementation	99.99	95	99.93		Quarterly budget dashboard
Rate of outturn	99.98	95	97.5		Yearly budget dashboard
Percentage of cancellation of payment appropriations	0.4	(≤) 5	0.3		Yearly budget dashboard
Percentage of payments executed within legal deadlines	81.9	86.1	47.1		Payment Time Statistics (DWH/BO report)
Vacancy rate	1	(≤) 2	1.1		Yearly KPI report
Number of audit findings related to reliability of annual accounts	0	(≤) 1	0		Yearly KPI report
Number of audit findings related to legality and regularity of the transactions underlying the accounts	2	0	3		Yearly KPI report
Number of new EDPS recommendations	0	(≤) 10	6		Yearly KPI report
Number of complaints under Article 90(2) of the Staff Regulations	7	9	9		Quarterly KPI report
Percentage of ICT infrastructure components/assets replaced in line with multi-annual technical roadmap	100	100	100		Yearly KPI report

⁵⁵ KPI was not met due to technical issues affected payment times following the introduction to SUMMA.

⁵⁶ Three preliminary observations in the draft annual report of ECA: one on legality and regularity originating in 2020 on the public procurement procedure for the leasing of the service cars, a second one on management and control systems related to the lack of update in the risk management and control strategy to cover risks linked to the implementation of the SUMMA system and a third one on budgetary management related to the high number of late payments.

Part II. (a) Management

2.1 Management Board

As of March 2022, physical Management Board meetings resumed. The College of Eurojust held 20 meetings in total.

Noteworthy decisions adopted were the 1st amended version of the Single Programming Document 2022-2024 to incorporate:

- The new tasks and financial resources granted to Eurojust in May 2022, as regards the preservation, analysis and storage of evidence relating to core international crimes⁵⁷;
- An additional amount to cover the expected shortfall in the temporary and contract staff salaries, due to the impact of high inflation on the statutory annual adjustments; and,
- A first part of the payment appropriations related to the EUR 9.5 M transferred to Eurojust in 2021 for the implementation of its new CMS.

On 8 November 2022, the College approved a 2nd amended version, for incorporating the human resources linked to the abovementioned new tasks, following the budgetary authority's approval on 19 October 2022 of Commission's Draft Amending Budget 4/2022 that included a proposal to amend Eurojust's establishment plan.

A 3rd amended version incorporated the additional amount of EUR 2.4 M in commitment appropriations transferred to Eurojust in December 2022 to cover an additional part of the costs related to the implementation of its new CMS.

In addition, the College adopted an updated Decision establishing the areas of expertise, the mandate, composition and practical functioning of the College Working Groups.

2.2 Major developments

COVID-19 response

Eurojust staff were working primarily from home up until March 2022. As of April 2022, all staff returned to the Eurojust premises, and the measures related to the pandemic were phased out. The Agency put in place transitional measures regarding work in the office and teleworking, in anticipation of the Commission Decision on working time and hybrid work, which Eurojust will implement as of 2023. Additionally, Eurojust organised workshops with all teams to help staff to mentally adapt to the return to the office after continually teleworking for two years.

Inflation

The high level of inflation experienced throughout the EU had a significant effect on Eurojust. The inflationary developments imposed horizontally heavy constraints on the implementation of Eurojust's annual budget and activities. They mostly affected staff salaries, energy costs and any outsourced services with contract provisions for automatic price indexations.

Eurojust requested and was granted an amending budget of 800 K to cover the expected shortfall in the temporary and contract staff salaries, due to the impact of high inflation on the statutory annual adjustments.

⁵⁷ As per Regulation (EU) 2022/838 of the European Parliament and the Council of 30 May 2022 amending Regulation (EU) 2018/1727 as regards the preservation, analysis and storage at Eurojust of evidence relating to genocide, crimes against humanity, war crimes and related criminal offences, following Commission's legislative proposal of 25 April 2022.

2.3 Budgetary and financial management

Eurojust's 2022 budget was voted in the amount of EUR 46 M, as adjusted in line with the EU budget conciliation process.

This initial budget was lower than Eurojust's actual needs, in respect of firstly human resources and secondly payment appropriations for the new CMS development. Further needs emerged during the year due to the armed conflict in Ukraine, specifically in relation to Eurojust's new tasks related to the development of the CISED and the significant inflation growth affecting a number of Member States.

With the exception of retaining certain efficiencies (e.g. hybrid coordination meetings, online trainings and selection procedures), COVID-19 had a less determining role in the year's budget implementation. Operational expenditure (e.g. coordination and other Eurojust meetings, missions, JIT grants) returned to pre-pandemic trends, mostly after the 1st quarter, with actual statistics exceeding planning assumptions and costs reflecting the growing inflation.

Consequently, the agency assigned negative priorities to a number of 2022 AWP activities, mitigated the staffing gaps by recruiting additional contract staff using Denmark's yearly contribution and requested, by the end of the 2nd quarter, additional EU funding through corresponding amending budget requests. Moreover, in the last quarter, in order to further support the new CMS implementation, the Commission transferred to Eurojust an additional amount of EUR 2.4 M in commitment appropriations, frontloading part of the funds foreseen under its legislative proposal for the digital information exchange on terrorism cases.

Therefore, through amending budgets (EUR 4.2 M plus EUR 1.5 M additional payment appropriations for the new CMS) and extensive transfers (EUR 6 M but only EUR 2 M net), Eurojust covered the abovementioned budget shortfalls and further frontloaded part of the new CMS development costs. In the course of the year, the agency optimised budget implementation, by reallocating funds as per emerging priorities and multi-annual investment plans (e.g. for ICT infrastructure).

Throughout 2022, the roll-out of the new financial management and accounting system (SUMMA) and related technical issues impacted notably the budget implementation and reporting, mostly by affecting payment times (with only 47,1% of payments of invoices and cost claims executed on time) and further complicating monitoring of areas with particularly high volatility (e.g. CMs).

Despite these constraints, Eurojust implemented 99,93 % of its final budget of EUR 50.2 M, with only EUR 33 K unused, cancelled only 2,1% of the EUR 7 M carried-over from 2021, and achieved all its key budgetary performance indicators, with the exception of budget transfers and payment times, thus no budget reductions will be applicable for the 2024 budget.

Title	Final budget (EUR)	Committed (EUR)	Committed/ final budget (%)	Paid (EUR)	Paid/ committed (%)
Title 1	25 529 380	25 515 066	99,9%	25 218 961	98,8%
Title 2	12 523 516	12 523 072	100,0%	10 546 969	84,2%
Title 3	12 130 626	12 112 474	99,9%	8 030 614	66,3%
Title 4 ⁵⁸	0	0	0%	0	0%
Total	50 183 522	50 150 612	99,93%	43 796 544	87,3%

⁵⁸ Title 4 covers expenditure related to operational projects based on agreements (external assigned revenue).

More information can be found in the enclosed [2022 Report on Budgetary and Financial Management](#).

Procurement

An overview of the 2022 procurement activities is presented below:

Overview of procurement procedures for contracts above EUR 15K		
Type of procedure applied	Number of contracts signed	Value (EUR)
Open/restricted (including inter-institutional)	25	9 033 817
Low value	0	0
Middle value	4	135 000
Negotiated Point 11 (a-g)/ 12 (a-d) of Annex I of the Financial Regulation	2	85 000

Contracts above EUR 15 K concluded in 2022 from negotiated procedures referred to in point 11 (a) to (g) and point 12 (a) to (d) of Annex I of the Financial Regulation are shown below:

Title	Contractor	Annex I of the Financial Regulation	Value (EUR)
Provision of a legal database	Bureau van Dijk Editions électroniques SRL	11.1(c)	55 000
Provision of a German legal database	Verlag CH Beck OHG	11.1(b)(ii) and (iii)	30 000
			85 000

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

The Administrative Director of Eurojust, acting as Authorising Officer, delegates his powers to Authorising Officers by Delegation (AOD). The delegation of powers, based on the Financial Regulation of Eurojust and the Eurojust Internal Control Framework, is appropriate to the importance and risks of the decisions to be taken and is used as a means to gain efficiencies where the risk is assessed to be low. The delegations are made without an end date but are revoked/amended whenever there is a need.

In 2022, following the establishment of additional externally funded projects supported by Eurojust and slight changes in ex ante verification due to introduction of SUMMA, the Administrative Director adopted the AD Decision 2022-48 on financial circuits and segregation of duties. The aim was the sub-delegation of Appointing Authority powers to reduce the Director's administrative burden, promote the efficient management of Eurojust and ensure that decisions are taken on the most appropriate level in the organisation. In addition, SUMMA performs an additional financial verification step, which needed to be reflected in the financial workflows as well. The list of budget lines delegated per financial actor is published on Eurojust's intranet. The controls outlined in the Decision include one verification level for amounts < 5K (the threshold is raised to < 10K for grants related to JITs) and two verification steps (operational and financial) for amounts above. The ex-ante checks are performed according to a check list for commitments and payments available to all staff with an AOD role. In addition, Eurojust keeps a log of identified non-compliance events.

2.5 Human resources management⁵⁹

Establishment Plan

In the beginning of the year, Eurojust had 210 temporary staff posts, 16 contract staff posts and 21 SNE posts authorised. Following the change in the mandate of Eurojust, Eurojust received an additional 11 temporary staff posts, two contract staff posts and three SNE posts in September, giving a total of 263 posts by the end of 2022.

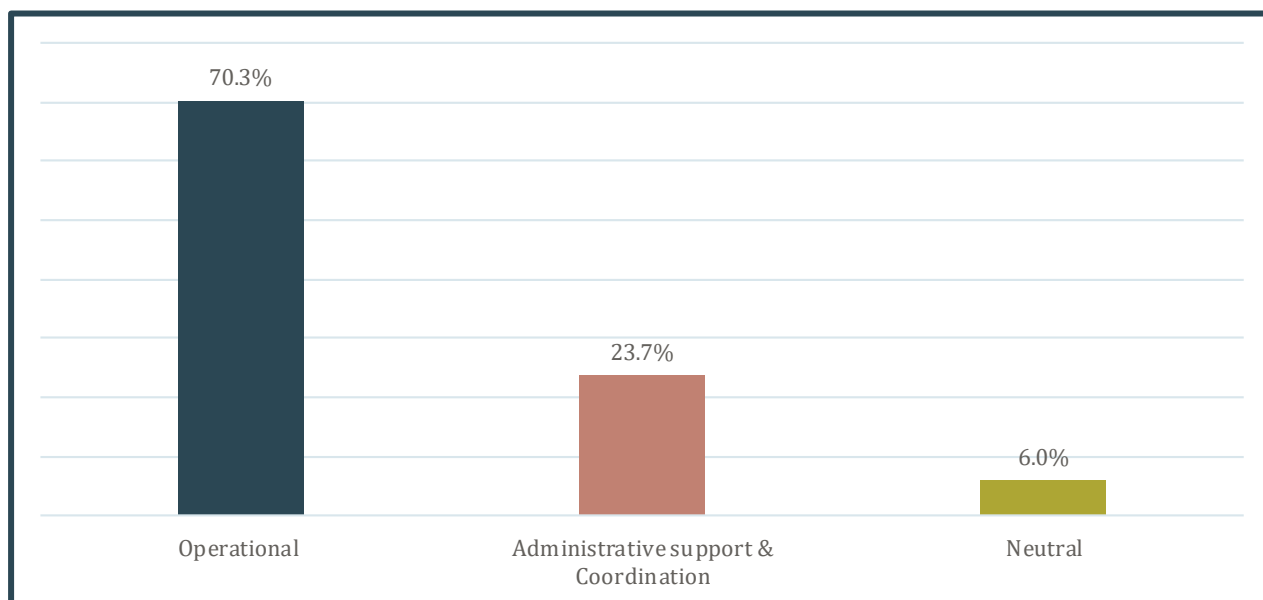
During 2022, 28 new staff joined Eurojust (14 temporary and 14 contract staff) and 13 SNEs. At the same time, 17 staff (8 temporary and 9 contract staff) and 13 SNEs left. In accordance with Article 38(2) of the Financial Regulation applicable to Eurojust, three temporary staff appointments have been made to offset the effects of part-time work that was on average 4.8 full-time equivalent (FTE) staff throughout the year.

Vacancy rate

The vacancy rate at year end was 0% (209 out of 221 were in post and 12 offer letters were sent), same as in 2021, while the target was a vacancy rate of maximum 2%. The average vacancy rate throughout the year was 1.1%.

Job Screening

The **9th job screening exercise** was conducted in January 2023, based on the Commission's methodology. In total, 434 jobs⁶⁰ were evaluated based on their organisational role, job title, job description and job purpose. The exercise resulted in the following categorisation of Eurojust jobs:



More information regarding the evolution of the job screening results can be found in Annex IV.

Appraisal and reclassification

The Annual Appraisal Exercise 2022 was launched on 4 January and had a completion rate of 99,2% compared to 99% in 2021.

⁵⁹ More information on Eurojust's staffing figures can be found in Annex IV.

⁶⁰ The job screening exercise includes members of the National Desks (National Member, Deputy, and Assistant), Representatives, Participants, Liaison Prosecutors, Temporary and Contract staff, SNEs, external consultants, interns and trainees present at Eurojust on 15 December 2021.

The 2022 Reclassification Exercise was launched on 28 June, following the closure of the Appraisal Exercise. The Exercise was completed by the end of the year and in total 53 staff were reclassified (17 Administrators (AD), 32 Assistants (AST) and 4 Contract Staff (CA)).

Implementing rules

In 2022, Eurojust adopted the following implementing rules to the Staff Regulations:

- Executive Board Decision 2022-01, laying down implementing rules concerning the selection, extension of the term of office and removal from office of the Administrative Director of Eurojust;
- Executive Board Decision 2022-03, laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings;
- Commission Decision C(2022) 1715, on home leave for officials, temporary staff and contract staff serving in a third country (adopted by analogy); and,
- Commission Decision C(2021) 8179, laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union (adopted by analogy).

Human Resources Policies

Eurojust adopted a policy on sensitive functions, setting out how they are defined and managed. Eurojust's Internal Control Framework requires that Eurojust carries out risk identification and assessments, including with respect to assessing the potential for fraud, and puts in place control activities that contribute to the mitigation of risk to acceptable levels. The adoption of a policy on sensitive functions forms part of this internal control system, aimed at preventing fraud and corruption and protecting the European Union's interests.

This policy complements the Code of Conduct⁶¹, Eurojust's Competency Framework - which defines Eurojust's core values of ethics and integrity - and existing policies such as the Anti-Fraud Strategy⁶² and Whistleblowing Guidelines⁶³, with a view to upholding the highest standards of ethics at Eurojust. The Human Resources unit will develop a set of Guidelines to facilitate the implementation of this policy.

Gender representation

On 31 December 2022, the male/female staff ratio was 33%/67%, with women occupying 40% of Head of Unit and equivalent or higher positions. To further enhance the diversity of its workforce, Eurojust continues to encourage applications from male candidates.

2.6 Strategy for efficiency gains

Actively seeking efficiencies by monitoring, assessing, and optimising Eurojust's services, processes and resource allocation is a key element of the MAS 2022-2024.

COVID-19

As of April 2022, Eurojust staff returned to the office and all Eurojust's operations resumed as normal. However, Eurojust decided to retain certain efficiencies gained during the pandemic such as conducting selection procedures and trainings online and organising hybrid CM when possible.

Activity Based Management (ABM)

⁶¹ Decision of the Administrative Director 2017-27 of 1 June 2017 adopting the Eurojust Code of Good Administrative Behaviour.

⁶² Executive Board Decision 2020-7 of 15 June 2020 adopting Eurojust's updated antifraud strategy.

⁶³ College Decision 2019-2 of 29 January 2019 on Eurojust Guidelines on whistleblowing.

Eurojust further enhanced its ABB/ABC/ABM processes and tools, through:

- Further streamlining its annual activity and budget planning, primarily through strengthening the link between the AWP and the College Teams' plans;
- Further improving the monitoring and reporting processes of the MAS and AWP KPIs, through the roll-out of a new quarterly **KPI dashboard**;
- Continuing its gradual move from simpler KPIs measuring outputs to more advanced ones measuring results, with the proportion of result KPIs increasing from 32% in 2021 to 36% in 2022;
- Enhancing the agency's cost accounting methodology, through analysing options for monitoring in SUMMA the actual use of financial resources under the agency's annual objectives and preparing a solution for roll-out in 2023;
- Increasing the efficiency, data quality, integrity and usability of its **planning tool (EJ ART)**, through a number of system enhancements; and,
- Introducing an **activity recording tool (EJ ACT)**, to allow for the reporting of the use of human resources under the agency's annual objectives.

Categorisation and prioritisation of activities and resources

Eurojust continued categorising its activities based on their underlying business need and prioritising them based on their level of impact on the achievement of the Agency's objectives. As a result, Eurojust was able to assign negative priorities in an informed way in its 2022 AWP. Setting negative priorities was necessary as the constant increase in Eurojust's workload in combination with a static establishment plan foreseen by the Multi-annual Financial Framework 2021-2027 put an additional constraint in Eurojust's already stretched human resources.

Business process reengineering and service optimisation

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

In 2022, Eurojust continued the implementation of the **SYSPER** project. SYSPER is the Human Resources Management Information System of the European Commission, designed to cover a broad range of HR processes. Eurojust is now using SYSPER as its HR management tool, replacing its previous tool and allowing for a more streamlined and user-friendly experience. 2022 activities included the testing and implementation of the Reporting, Evaluation and Promotion modules. The 2023 appraisal exercise is the first to be conducted entirely in SYSPER. In addition, Eurojust completed the testing of **NDP** ("Numérisation des Dossiers Personnels") and took the first steps towards the digitalisation of personal files. Subsequent modules, including the digitalisation of personal files, will be implemented in the years to come and will yield further efficiencies and process automation.

Eurojust further enhanced its **missions'** processes and tools, through increasing the efficiency in processing and monitoring missions and budget of its Missions Approval and planning system (EJ MAP), through technical and usability fixes and system enhancements

As a pilot Agency, Eurojust has been supporting the Commission to implement **SUMMA** to be rolled-out to the Commission in 2024. SUMMA is a next-generation platform for the management of budgetary execution, accounting, and treasury. It aims to introduce the following key benefits:

- Improving business efficiency by standardising and harmonising process, as well as enhancing controls and compliance;
- Future proofing the system by using state-of-the-art technology, building it on standards and best practices, and using automatic SAP upgrades following technology evolution;
- Enhancing data management with real-time analytics, comprehensive reporting, and higher data quality;

- Introducing additional functionalities, while at the same time reducing costs. SUMMA contributes to reduced needs for local systems and provides a solution for a more granular budget planning; and,
- Improving the user experience with an intuitive interface.

SUMMA was rolled out in three pilot agencies, including Eurojust, in November-December 2021 for Budget 2022. In December 2021, Eurojust's budget structure and budget inscription for 2022 were created in SUMMA as well as the business roles, access rights and workflows. Webinars and short training sessions were organised for the users, and the first commitments were initiated on budget 2022. The user acceptance testing of outstanding functionalities, the enhancement of workflows and accesses, as well as resolution of defects, issues and migration activities continued throughout 2022. The migration of data from ABAC to SUMMA took place between November 2021 and April 2022. Some outstanding items were migrated in August and October 2022. Extensive checks were performed on the migrated data to ensure its accuracy and the reliability of the related reports, and any issues identified were treated in 2022. Reports were developed and further enhanced throughout 2022.

Following several training sessions and regular internal meetings to share experiences and support the SUMMA users in the agency, Eurojust prepared tailor-made, detailed guides for all users and updated the check-lists for financial actors. Monitoring tables were used extensively by the Authorising officers' services to ensure the accuracy of availability and consumption of appropriations, and to follow up on pending payments and other transactions.

SUMMA is updated regularly to offer new features, improve existing functionality, and correct bugs. In 2022, there have been two new releases for which Eurojust users performed extensive user acceptance testing.

Strategic Workforce Planning

In 2022, Eurojust continued to expand the strategic workforce planning function to ensure optimum allocation and flexibility of Eurojust's human resources. Frequent meetings with senior management were used to address and anticipate staffing issues and a bi-annual HR Report and Dashboard ensured informed decision making.

Following a formal consultation with the EDPS, Eurojust received the authorisation to implement a **new activity recording tool (EJ ACT)** as of January 2023. A two-month pilot was launched in October and November 2022 to get feedback on the practical use of the new tool and fix any technical issues that might arise. The pilot was followed by a wide communication campaign that took place in December 2022, where EJ ACT was presented to all staff and relevant information was placed on the Eurojust intranet. The communication campaign was supplemented by training on the use of EJ ACT with the aim to clarify any queries and to guarantee a consistent use by all staff. EJ ACT is live as of January 2023 and the first organisational reports will be produced in the first quarter. Eurojust is expected to report the utilisation of human resources per activity in the 2023 Consolidate Annual Activity Report.

The primary purpose of EJ ACT is to fulfil Eurojust's reporting obligations related to the utilisation of human resources per activity of the respective AWP. Additionally, the use of this tool will allow Eurojust to validate and refine the planning of human resources and make more efficient plans, thus adhering to the principles of sound financial management. The reports from EJ ACT will help Eurojust to have an overview of staffing needs, follow trends in workload and assign resources in an efficient way. Consistent use of the tool will assist Eurojust in calculating accurately the staffing needs for certain activities, redirect resources when needed and assign negative priorities in an informed manner.

Due to the human resources constraints, coupled with an increased number of cases, Eurojust initiated a project aimed at analysing the **national desk support model**, assess its sustainability,

explore alternative models for direct support services to the desks and propose actions to ensure the sustainability and efficiency of the model without compromising the operational activities of the desks. A working group composed of both members of the College and the Administration was put in place to analyse the current situation and prepare a proposal for the way forward. The working group met several times during 2022 and the work is ongoing in 2023.

Zero based budgeting

Eurojust continued to scrutinise its non-staff costs and categorise them based on whether there is a legal obligation to pay or they can be reduced through adjusting service levels and/or modalities. To this end, the Agency maintained a detailed, multi-annual overview of all specific cost elements.

Shared-services

In line with the call for Agencies to promote the use of shared services, Eurojust initiated a discussion with Europol to explore the potential sharing of medical services in the future. The discussions are currently ongoing.

2.7 Assessment of audit and ex-post evaluation results

2.7.1 Internal Audit Service (IAS)

Eurojust had no 'Critical' Recommendations open in 2022. As reported by the IAS in their contribution to the 2022 CAAR, at 31 January 2023 Eurojust had four significantly delayed recommendations still open, namely:

Audit on Cooperation with Europol (2019)

- *Recommendation I* Eurojust's right of initiative to establish cooperation with Europol on case-related work
- *Recommendation II* Internal Guidelines on operational cooperation through Europol's analysis projects

The actions foreseen to implement these Recommendations are due by end 2023 – early 2024.

Limited review on the implementation of the new legal framework (2021)

- *Recommendation I* Actions for implementing Eurojust's own initiative for operational tasks

The actions foreseen to implement this Recommendation have been completed by March 2023. Formal communication to IAS will follow.

Limited review on the implementation of the new internal control framework (2021)

- *Recommendation I* Assessment of soft controls via the iCAT tool

The actions foreseen to implement this recommendation are scheduled to be completed in 2023. Formal communication to IAS will follow.

2.7.2 Internal Audit Capability (IAC)

Eurojust does not currently have an IAC. Following the guidance of the European Court of Auditors during the audit of the Eurojust accounts 2022, and in accordance with article 80 of the Eurojust Financial Regulation, Eurojust initiated at the end of 2022 the assessment of the cost effectiveness and benefit to appoint an IAC. The Management Board shall decide in due time if the appointment of an IAC is necessary and feasible, taking into account the present and medium term context of the organisation.

2.7.3 European Court of Auditors (ECA)

At the time of writing of this Report, the ECA audit of the Eurojust accounts 2022 is ongoing. The results of the ECA audit of the Eurojust accounts 2021, as presented in the ECA Annual Report on EU Agencies for the financial year 2021⁶⁴, are presented below:

The ECA's statement of assurance provided to the European Parliament and the Council Independent auditor's report

Opinion

3.24.4. We have audited:

- (a) the accounts of the European Union Agency for Criminal Justice Cooperation ("Eurojust"), which comprise the financial statements, and the reports on the implementation of Eurojust's budget, for the financial year ended 31 December 2021, and,
- (b) the legality and regularity of the transactions underlying those accounts, as required by Article 287 of the Treaty on the Functioning of the European Union.

Reliability of the accounts

Opinion on the reliability of the accounts

3.24.5. In our opinion, Eurojust's accounts for the year ended 31 December 2021 present fairly, in all material respects, Eurojust's financial position at 31 December 2021, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

Legality and regularity of the transactions underlying the accounts

Revenue

Opinion on the legality and regularity of revenue underlying the accounts

3.24.6. In our opinion, the revenue underlying the accounts for the year ended 31 December 2021 is legal and regular in all material respects.

Payments

Opinion on the legality and regularity of payments underlying the accounts

3.24.7. In our opinion, the payments underlying the accounts for the year ended 31 December 2021 are legal and regular in all material respects.

3.24.8. The observations which follow do not call the ECA's opinion into question.

Observations on the legality and regularity of transactions

3.24.9. In our audit report for the 2020 financial year, we concluded that a procurement procedure for leasing of vehicles was irregular. As a result, all subsequent payments made based on this framework contract are irregular. In 2021, the associated payments amounted to €34 022.

Eurojust's follow-up of previous year's ECA observations is outlined below:

Year	ECA's Observations	Status of corrective action (Completed/Ongoing/Outstanding/N/A)
2020	Eurojust signed a framework contract with a single company for the leasing of vehicles. As the vehicle-leasing market is subject to frequent fluctuations in price, Eurojust should have reopened the procurement procedure when a vehicle was required.	Ongoing

⁶⁴ [ECA Annual Report on EU Agencies for the financial year 2021](#), 27 October 2022.

2020	Eurojust signed a specific contract whose pricing deviated from the price lists attached to the original framework contract. Eurojust approved the invoice and made the payment to the contractor without noticing the discrepancy in the hourly pricing rate. This indicates weaknesses in Eurojust's internal controls	N/A
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2.8 a Follow up of recommendations and action plans for audits and evaluations

Internal Audit Service (IAS)

Follow-up on state of play of outstanding recommendations

Eurojust provided the IAS with the latest state of play and revised target dates for implementation of the open Recommendations at the end of 2022. On 24 February 2023, IAS provided the conclusions of their review of the information submitted by Eurojust through a Note addressed to the President and Administrative Director on the *IAS contribution to the 2022 Consolidated Annual Activity Report process of Eurojust*⁶⁵, regarding the significantly delayed Recommendations at end January 2023.

Audit on Cooperation with Europol

Out of the initial seven Recommendations, three remain open (*Recommendations I, II and VI*). The actions initially foreseen, have proven difficult to implement since 2019, in particular for *Recommendations I and II*. The actions do not seem adequate anymore in the current setting, due to the changes in the legal framework and activities of both Agencies in the last few years.

The remaining actions to complete *Recommendations VI Exchange programme* and *II Internal Guidelines on operational cooperation through Europol's analysis projects* are deemed achievable in 2023, although the signed MoU would not be materialised until end 2023 or beginning of 2024. Some of the sub-actions required to fully implement *Recommendation I Eurojust right of initiative to establish cooperation with Europol on case-related work*, seem no longer achievable in a short period of time due to the abovementioned developments, the co-dependency with Europol for implementing them, and the foreseen changes to the mandates of both Agencies.

The IAS has the obligation to report significant delays in the implementation of pending Recommendations that extend beyond six months from the forecasted target date set by the Agency. Given the above-mentioned issues, Eurojust will consider the possibility to review the action plan to implement these Recommendations and discuss this formally with IAS in 2023.

Limited Review of the implementation of the new Eurojust Legal framework⁶⁶

The four actions foreseen to implement *Recommendation II Risk management* were completed by the end of 2021, and the IAS has consequently closed the Recommendation.

For *Recommendation I Actions for implementing Eurojust's own initiative on operational tasks*, the remaining sub-action 'Translate the strategy into concrete actions' -based on the strategic document approved by the College on 13 December 2022- an internal Working Group has drafted an action plan with short and mid-term actions, discussed in March 2023. The plan is expected to

⁶⁵ Note for the attention of Mr V. Jamin, Administrative Director *ad interim* of the European Union Agency for criminal justice cooperation (EUROJUST), the College of Eurojust via its President Mr L. Hamran on the Internal Audit Service contribution to the 2022 Consolidated Annual Activity Report process of Eurojust, Brussels, 24 February 2023.

⁶⁶ IAS Final Audit Report on 19 January 2021⁶⁶.

go to the College of Eurojust for approval in June 2023. The Recommendation can then be considered completed.

Limited review on the implementation of the new Internal Control Framework in Eurojust⁶⁷

In 2021, Eurojust launched a comprehensive Staff Engagement Survey which covered most aspects related to soft controls, and for which an action plan was put in place, to be implemented throughout 2022.

In view of the implementation of major cross-organisational projects, in particular SUMMA, the additional in-depth audit work carried out by ECA as of Q3 2022, and taking into account that a new Staff Survey will be launched in 2023, it was decided that the launching of an iCAT Survey on soft controls at the end of 2022 would not be efficient nor adequate for the intended purpose. The iCAT questions on soft controls will be integrated into the Staff Survey, in accordance with the Commission's own practice, where a specific iCAT survey on soft controls is only launched in the alternative years when the general staff survey is not carried out. Eurojust will discuss further with IAS if in this manner the implementation of this IAS Recommendation shall be deemed completed or if an additional smaller iCAT survey should be launched at end 2023 or in 2024.

IAS full risk assessment and Strategic Internal Audit Plan 2022 - 2024

Every four years, the IAS carries out a full risk assessment of the Eurojust administrative processes. The results are the basis to prepare the Strategic Internal Audit Plan for a three-year period. The final SIAP 2022 – 2024⁶⁸ was presented to the College by the IAS Director and her team in May 2022. Subject to the annual re-assessment of the risks, the three upcoming audit topics to be carried out at Eurojust are:

- Stakeholder management and communication (Q4 2023)
- IT governance and project management (2024)
- Human Resources management (2025)

The topic of 'externally funded projects for operational cooperation' was identified as a reserve potential audit topic that may be addressed at a later stage, depending on the results of subsequent annual risk assessments.

The audit on stakeholders' management and external communication, initially planned to take place in 2022, has been delayed by IAS to start at the end of 2023 - beginning of 2024.

European Court of Auditors

Eurojust has taken note of the Court's Observations for the financial year 2021, referring to a procurement procedure for leasing of vehicles.

2.8 b Follow up of recommendations issued following investigations by OLAF

OLAF made no recommendations to Eurojust in 2022.

2.9 Follow up of observations from the Discharge authority

In accordance with Article 107 of the Financial Regulation applicable to Eurojust, the Administrative Director '...shall take all appropriate steps to act on the observations accompanying the European Parliament's discharge decision and on the comments accompanying the recommendation for discharge adopted by the Council. At the request of the European Parliament or the Council, the Administrative Director shall report on the measures

⁶⁷ The Final Audit Report was received on 7 May 2021 and contained one new Recommendation for Eurojust.

⁶⁸ European Union Agency for Criminal Justice Cooperation 2022 – 2024 strategic internal audit plan [FINAL], 10 May 2022.

taken in the light of those observations and comments. The Administrative Director shall send a copy thereof to the Commission and the Court of Auditors’.

Eurojust continued to regularly monitor the implementation of action plans to address previous years discharge observations. The measures foreseen by Eurojust in the light of the observations and comments made by the European Parliament in its discharge acts for the financial year 2020 were reflected in the Eurojust Action Plan, submitted to the European Parliament in 2022. By the end of 2022, out of the 35 specific questions addressed to Eurojust, 30 were completed and the remaining five had been started or were ongoing.

2.10 Environment management

Eurojust initiated the implementation of the EMAS / ISO 14001 compliance framework in 2021. Following the definition of a set of actions required for Eurojust to achieve the EMAS certification, in 2022 Eurojust received a final report, detailing the steps that Eurojust needs to take in the future. More information on Eurojust’s environment management can be found in Annex VII.

2.11 Assessment by management

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

Part II. (b) External evaluations

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

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

3.1 Effectiveness of the internal control systems

In accordance with Articles 30 and 45 of the Eurojust Financial Regulation, the revised Eurojust Internal Control Framework (ICF), formulated on the basis of the Commission’s framework⁶⁹, was adopted by the Management Board on 10 December 2019⁷⁰. In accordance with the ICF Principles 16 and 17 Eurojust has carried out the annual assessment of the implementation of the ICF in 2022.

Methodology

To carry out the annual assessment, Eurojust took the following steps, in line with previous years’ assessments, best practice shared amongst EU Agencies and the Commission’s guidance:

⁶⁹ Communication to the Commission from Commissioner Oettinger, Revision of the Internal Control Framework C(2017) 2373 final, Brussels 19.4.2017.

⁷⁰ College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust Internal Control Framework.

- Assessment of strengths and deficiencies and review of progress on corrective measures foreseen by the Organisational Entities for the areas in need of improvement. The results have been recorded in the Eurojust strengths and deficiencies Register 2022;
- Assessment of secondary sources of data such as Audit Reports, OLAF Reports, Register of Exceptions, Anti-Fraud Action Plan, and staff-related issues such as the monitoring of the Action Plan following the results of the Staff Engagement Survey 2021; and,
- Overall assessment of the ICF: the results of the strengths and deficiencies assessment, together with the assessment of the other relevant sources of data by the Head of the Resources Department, to determine the presence and effective functioning of the ICF Principles and Components. The outcome is presented in the following section. The conclusions below form the basis for the reporting on the effectiveness of the Eurojust ICF in the Administrative Director's CAAR 2022.

Assessment of Strengths and Deficiencies

The Organisational Entities' self-assessment of strengths and deficiencies was carried out on the basis of the set Performance Indicators, as compared with the defined targets and the corrective measures set in the context of the annual assessment 2021. Significant strengths supporting the achievement of Eurojust Objectives have been identified. The strengths and deficiencies have been recorded in the Eurojust strengths and deficiencies Register 2022, and have been taken into account to determine the overall presence and effective functioning of the ICF Principles and Components, as described under the ***Conclusions*** below.

Assessment of other sources of data

In addition, the Head of the Resources Department has assessed the following sources of data, taken also into account for the ***Conclusions***:

Audit Recommendations and Observations

IAS: there were no Critical audit recommendations outstanding nor opened during 2022. Eurojust received in 2021 three new Recommendations resulting from two audit assignments, the Limited Review on the implementation of the Eurojust ICF, and the Limited Review of the Eurojust new legal framework. In 2021, one of the resulting Recommendations from the Limited Review on the legal framework related to risk management, was already implemented and closed.

ECA and private external audit firm (Ernst & Young): audits on the reliability of the accounts (ECA/Ernst & Young external auditors), and on the legality and regularity of the underlying transactions (ECA), carried out in 2022 on the Eurojust annual accounts 2021, led to two Observations raised by ECA. Both issues, related to Procurement procedures, have been internally addressed to ensure that the Court's guidance is taken into account, and more robust ex-ante documentation is prepared in all future procurement procedures.

OLAF Reports

In 2021, an investigation by OLAF was ongoing, following an anonymous complaint regarding allegations of irregularities in recruitment procedures submitted in May 2020. In 2022, OLAF reported that no irregularities were found. Part of the investigation was still pending at the end of 2022, and due to confidentiality reasons, it is not possible to share more details at this stage. Eurojust continues to be strongly committed to the principles of legality and transparency.

Record of exceptions

The exception decisions are taken on a case-by-case basis and are duly justified prior to their inclusion in the Record. In 2021, the Administrative Director adopted a strengthened internal workflow for the adoption of exception decisions and their registrations, together with a new template (exception request form) to better monitor the process.

In 2022, there were nine exception decisions registered in the Record and three exceptional COVID-related measures taken. The JI's minor exceptions were also included in the Record.

Eurojust Risk Management Register and Risk Management Plan

The Eurojust Risk Management Register 2023 was prepared in 2022, following a risk assessment amongst all Organisational Entities. The resulting cross-organisational risks identified are:

- Insufficient resources allocated to Eurojust within the MFF 2021-2027;
- Delays in the timely implementation of the Digital Criminal Justice project;
- IT/Cybersecurity risks; and,
- Implementation of the new corporate financial system SUMMA.

Mitigating measures have been foreseen to implement the risk response set (reduce/transfer/accept). The residual risks assessed do not indicate that the related internal controls will be overridden, nor that the Eurojust objectives will not be achieved.

Eurojust's anti-fraud strategy

Eurojust adopted its anti-fraud strategy on 21 June 2021. The strategy contains an action plan and designates an anti-fraud contact point to monitor its implementation by regularly checking the state of play of specific foreseen actions with the involved actors.

The strategy contains five objectives:

1. Continue enhancing fraud awareness through efficient and targeted communication;
2. Continue raising awareness on ethics and integrity;
3. Continue raising awareness on internal procedures for reporting and handling potential fraud cases;
4. Focus on fraud-risks mitigation in identified risk areas of the Agency; and,
5. Identify process improvements.

Most of the actions regarding objectives 1, 2 and 3 have become routine tasks across Eurojust:

- Information on the implementation of the strategy is included in Eurojust's strategic documents;
- Information and documents related to the strategy are kept in a dedicated place on Eurojust's intranet, accessible by all post-holders;
- The declarations of no conflict of interests of College Members, the Commission Representative and the Administrative Director are published on the [Eurojust website](#);
- Announcements on the change of the whistleblowing contact point and bi-annual updates on the implementation of the action plan are published in the Eurojust weekly newsletter;
- Induction trainings include raising awareness on ethics, integrity and the anti-fraud strategy;
- An e-learning course on ethics and whistleblowing available to all staff has been devised in 2022 and will be implemented in 2023; and,
- ICT Security monitors throughout the year the effectiveness of existing measures to avoid information leaks.

As regards objective 4:

- In 2022, Eurojust adopted new internal procedures for assets and inventory management;

- A blueprint for new mission guidelines for College Members was prepared during 2022; and,
- Giving clear guidance to staff members as to the use of sensitive data in Eurojust's systems is part of all managers' tasks.

Actions related to objective 5 will be implemented in due course, when they are needed, following at least one new risk assessment at the end of the validity period of the current strategy.

Non-compliance events

Based on the non-compliance events overviews provided and assessments made by the Budget, Finance and planning unit, in 2022 the amount of non-compliance events increased both in absolute numbers and in total value compared to 2021. There were 43 non-compliance events registered in 2022, whereas in 2021 the amount was equal to 33. The value on non-compliance events in 2022 was 294 K compared to 18 K in 2021.

The reason for this increase can be explained by the difficulties encountered on the budgetary management in 2022, due to the introduction of a new budgetary and financial system, SUMMA. The system has been in a pilot phase and there were delays and technical difficulties in processing the transactions. This impacted the training of staff and created some challenges on the budgetary management. Throughout the year, the majority of the non-compliance events related to either an invoice being higher than the legal commitment, the budgetary commitment taking place after the legal commitment was signed, or the absence of a purchase order or specific contract. In 2022, Eurojust paid 47,1% of the invoices and claims within the legal time limits set in the Financial Regulation and there was no late interest payments to suppliers. The fraction of invoices paid on time is lower than in 2021 (86,1%) due to technical issues related to SUMMA.

Deficiencies reported by staff

Following the launch of the 2021 Staff engagement survey, the action plan proposed by a staff working group, including representatives from the Human Resources Unit and the Staff Committee, was endorsed by senior management. Implementation continued throughout 2022 with 93,3% of actions implemented or ongoing at year-end. No additional issues were raised by staff in 2022.

Conflict of interest

The Administrative Director AD Decision 2020-44 adopted the Eurojust's updated Standard Operating procedure (SOP) on the Management of Conflicts of Interest. The Eurojust SOP regarding conflict of interest was advertised in the internal newsletter following its adoption, and all relevant forms are available in the intranet. In accordance with point VII of this SOP, Eurojust shall regularly assess its effectiveness, to adapt it to possible new risks and ensure an independent and impartial exercise of Eurojust competences. The need to update the SOP is currently being assessed.

All candidates in Eurojust selections offered a position, are invited to fill in a declaration of interests form, allowing the Appointing Authority to identify potential or actual conflict of interest in relation to the specific position offered and the appropriate measures to be adopted, if any. Upon taking up duty, newcomers are invited to fill in a form declaring the occupation of their spouse (if applicable) to ensure there is no conflict of interest between the spouse's employment and the staff member's position. Similarly, staff that change position are requested to fill in the same form. In addition, all staff leaving Eurojust are requested by letter to fill in a form requesting permission to engage in an occupation for two years after leaving the service to ensure there is no conflict of interest between the future position and their employment with Eurojust.

Conclusions on the assessment of the ICF in 2022

The results of the strengths and deficiencies assessment, together with the assessment of the other relevant sources of data, were used to determine the presence and effective functioning of the ICF Principles and Components.

The following conclusions can be drawn regarding the implementation of the ICF in 2022:

At the level of the Principles

Further to the assessment of the specific monitoring criteria set under the Principles' Baseline Requirements, there have been minor/moderate deficiencies identified which need to be improved, such as those related to the implementation of the new financial system SUMMA, e.g. PI 3.2: the Activity Based Costing solution in ABAC (which covered only non-staff expenditure), had to be discontinued in 2022 due to the move to SUMMA, or the need to adopt a Disaster Recovery Plan, which preparation was initiated in 2022 (PI 10.4).

As regards strengths, for 2022 it should be noted that Eurojust adopted a Policy on Sensitive Functions, a draft assessment of the cost-effectiveness of appointing an Internal Audit Capability, and the absence of critical audit recommendations or observations.

At the level of the Components

All ICF Principles have been assessed as being present and functioning, some of them requiring improvements, for which corrective measures have been foreseen. Therefore, all ICF Components can be considered as effective and operating in an integrated manner within the ICF.

As a whole, there are no critical deficiencies or a combination of major deficiencies identified in the implementation of the ICF Components, which could potentially reduce the likelihood of Eurojust achieving its objectives. Eurojust can conclude that the ICF Components and Principles are present and functioning, and that the system is overall effective, with some improvements needed.

3.2 Conclusions of assessment of the internal control systems

As a result of the assessment of the above-mentioned sources of data, the following conclusions can be drawn regarding the implementation of the Eurojust ICF in 2022:

At the level of the Principles

Most ICF Principles have been allocated Category 1 and 2⁷¹. In addition to strengths, the assessment of the specific monitoring criteria (Performance Indicators), set under the Baseline Requirements, indicated minor deficiencies under some Principles, for which corrective measures have been foreseen. All Principles are present and functioning.

At the level of the Components

Correlations amongst Baseline requirements have been established to ensure that the ICF Principles operate in an integrated manner. As a whole, there are no critical deficiencies or a combination of major deficiencies that could severely reduce the likelihood of Eurojust achieving its objectives. All ICF Components have been assessed as effective and operating in an integrated manner within the ICF, and the system is overall effective with some improvements needed.

⁷¹ Effectiveness of Principle:

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

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

'I, the undersigned,

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

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

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

The Hague, 26 May 2023



Roberto Francesco LENTI

Head of the Resources Department

Part IV. Management assurance

4.1 Review of the elements supporting assurance

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

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

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

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

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

4.2 Reservations

No reservations were issued for the year 2022.

Part V. Declaration of assurance

'I, the undersigned,

Administrative Director of Eurojust,

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

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

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

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

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

The Hague, 26 May 2023



Evert Anthony van WALSUM

Administrative Director

Annexes

Annex I. Core business statistics

Overview of cases in 2022 involving Member State National Desks

MEMBER STATE National Desk	Cases initiated by the National Desk				Participation in cases initiated by other Desks		Participation in joint activities/meetings		
	New in 2022	No. of countries involved		Ongoing from previous years	New in 2022	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Belgium	114	93	21	142	306	521	89	26	5
Bulgaria	129	123	6	96	180	287	18	6	2
Czech Republic	134	113	21	217	119	227	43	41	3
Germany	970	902	68	683	667	1039	152	53	6
Estonia	48	42	6	65	67	106	15	8	1
Ireland	35	32	3	135	103	187	30	7	0
Greece	193	191	2	666	112	189	8	3	0
Spain	337	295	42	240	541	876	79	9	8
France	285	174	111	614	996	974	128	43	6
Croatia	53	51	2	24	93	141	4	0	2
Italy	507	427	80	622	400	600	126	56	8
Cyprus	72	72	0	94	73	179	6	0	0
Latvia	53	41	12	75	71	137	46	14	4
Lithuania	98	84	14	90	227	242	69	16	1
Luxembourg	8	8	0	73	70	195	8	1	0
Hungary	252	219	33	307	171	297	27	19	2
Malta	27	23	4	54	74	181	7	0	1
Netherlands	147	132	15	243	435	672	81	17	6
Austria	202	183	19	197	208	286	29	10	1
Poland	260	240	20	256	340	565	76	30	2
Portugal	193	169	24	102	141	211	21	1	1
Romania	177	157	20	207	280	358	54	41	6
Slovenia	250	225	25	120	66	124	10	7	1
Slovakia	119	109	10	137	100	222	31	23	1
Finland	67	54	13	91	40	107	30	10	3
Sweden	166	141	25	321	96	191	56	24	1
Denmark	40	38	2	77	56	164	16	7	1
TOTAL	4936	4338	598	5948	*	*	*		*

* These columns cannot be summed up, since more than one National Desk can be requested to participate in a single case, and coordination meetings and JITs are often co-organised.




Overview of cases in 2022 involving Liaison Prosecutors

LIAISON PROSECUTOR	Cases initiated by the National Desk				Participation in cases initiated by other Desks		Participation in joint activities/meetings		
	New in 2022	No. of countries involved		Ongoing from previous years	New in 2022	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Albania	37	37	0	5	48	72	36	18	4
Georgia	7	6	1	4	16	42	8	2	1
Montenegro	12	12	0	12	15	31	1	0	0
North Macedonia	4	3	1	11	21	40	8	0	1
Norway	65	58	7	123	31	83	26	13	0
Serbia	40	34	6	21	41	79	22	4	1
Switzerland	53	45	8	80	141	343	37	21	1
Ukraine	20	16	4	49	57	125	36	17	2
United Kingdom	47	41	6	54	268	712	79	29	4
United States	6	2	4	5	29	140	33	0	1
TOTAL	291	254	37	364	*	*	*	*	*

* These columns cannot be summed up, since more than one National Desk can be requested to participate in a single case, and coordination meetings and JITs are often co-organised.

Cases by crime type in 2022

Crime types	Total number of cases in 2022	Projection of cases in 2023-2025 *
ECONOMIC CRIMES	5079	↑
• Swindling and fraud	3683	↑
• Money laundering	1882	↑
• Corruption	311	↑
• Crimes against the financial interests of the EU (PIF crimes)	263	↑
DRUG TRAFFICKING	2115	↑
TRAFFICKING IN HUMAN BEINGS	342	↓
• Sexual exploitation	200	↓
• Labour exploitation	78	→
• Other	80	↑
CYBERCRIME	442	↑
MIGRANT SMUGGLING	323	↑
MOBILE ORGANISED CRIME GROUPS	861	↑
TERRORISM	203	→
CORE INTERNATIONAL CRIMES	35	→
ENVIRONMENTAL CRIME	55	→
INTELLECTUAL PROPERTY CRIME	39	↑

 Upward trend
  No major shift expected
  Downward trend

* Projections for 2023-2025 of the need for judicial cooperation in these crime areas is based on casework trends over the previous 5 years.

Crime types	Joint investigation teams Sum of newly established JITs and ongoing JITs from previous years*			
	2019	2020	2021	2022
ECONOMIC CRIMES **	116	124	122	122
• Swindling and fraud	66	72	74	72
• Money laundering	75	72	62	63
• Corruption	5	7	11	10
• Crimes against the financial interests of the EU (PIF crimes)	6	6	7	4
DRUG TRAFFICKING	51	50	48	60
TRAFFICKING IN HUMAN BEINGS **	61	50	46	42
• Sexual exploitation	41	30	24	23
• Labour exploitation	20	20	19	18
• Other	7	6	9	8
CYBERCRIME	17	21	16	12
MIGRANT SMUGGLING	12	12	12	14
MOBILE ORGANISED CRIME GROUPS	18	14	15	14
TERRORISM	8	7	9	8
CORE INTERNATIONAL CRIMES	0	0	1	2
ENVIRONMENTAL CRIME	6	6	6	6
INTELLECTUAL PROPERTY CRIME	2	2	1	0

* The data contained in this table were extracted from Eurojust's Case Management System in January 2023. Due to the ongoing nature of cases, possible discrepancies with previously reported numbers may exist, and statistics may be updated in the future.

** These crime types cannot be summed up, since more than one sub-category may apply to a single case.

Crime types	Coordination meetings			
	2019	2020	2021	2022
ECONOMIC CRIMES *	198	165	185	211
• Swindling and fraud	112	91	111	115
• Money laundering	138	101	115	142
• Corruption	14	8	13	14
• Crimes against the financial interests of the EU (PIF crimes)	12	12	16	19
DRUG TRAFFICKING	80	87	107	126
TRAFFICKING IN HUMAN BEINGS *	54	56	46	55
• Sexual exploitation	36	33	24	36
• Labour exploitation	16	15	16	16
• Other	5	12	12	8
CYBERCRIME	34	45	67	42
MIGRANT SMUGGLING	24	21	25	33
MOBILE ORGANISED CRIME GROUPS	20	19	19	25
TERRORISM	24	12	9	21
CORE INTERNATIONAL CRIMES	0	2	6	23
ENVIRONMENTAL CRIME	8	6	11	7
INTELLECTUAL PROPERTY CRIME	3	3	0	2

* These crime types cannot be summed up, since more than one sub-category may apply to a single case.

Crime types	Coordination centres / action days			
	2019	2020	2021	2022
ECONOMIC CRIMES *	17	11	13	10
• Swindling and fraud	12	8	11	6
• Money laundering	6	7	5	7
• Corruption	0	0	0	2
• Crimes against the financial interests of the EU (PIF crimes)	2	2	3	2
DRUG TRAFFICKING	2	4	1	5
TRAFFICKING IN HUMAN BEINGS *	4	2	3	4
• Sexual exploitation	3	0	0	4
• Labour exploitation	2	1	3	0
• Other	0	1	0	0
CYBERCRIME	3	1	5	1
MIGRANT SMUGGLING	2	2	0	4
MOBILE ORGANISED CRIME GROUPS	2	1	1	0
TERRORISM	0	0	0	0
CORE INTERNATIONAL CRIMES	0	0	0	0
ENVIRONMENTAL CRIME	1	0	1	0
INTELLECTUAL PROPERTY CRIME	1	2	0	0

* These crime types cannot be summed up, since more than one sub-category may apply to a single case.

Crime types	Cases			
	Sum of new cases and ongoing cases from previous years *			
	2019	2020	2021	2022
ECONOMIC CRIMES **	3246	3809	4413	5079
• Swindling and fraud	2263	2654	3134	3683
• Money laundering	1266	1471	1671	1882
• Corruption	251	287	327	311
• Crimes against the financial interests of the EU (PIF crimes)	161	217	251	263
DRUG TRAFFICKING	1003	1169	1602	2115
TRAFFICKING IN HUMAN BEINGS **	399	397	353	342
• Sexual exploitation	268	228	194	200
• Labour exploitation	89	92	79	78
• Other	64	94	92	80
CYBERCRIME	247	334	398	442
MIGRANT SMUGGLING	187	217	292	323
MOBILE ORGANISED CRIME GROUPS	599	723	800	861
TERRORISM	222	217	221	203
CORE INTERNATIONAL CRIMES	n/a	12	16	35
ENVIRONMENTAL CRIME	41	51	62	55
INTELLECTUAL PROPERTY CRIME	23	27	31	39

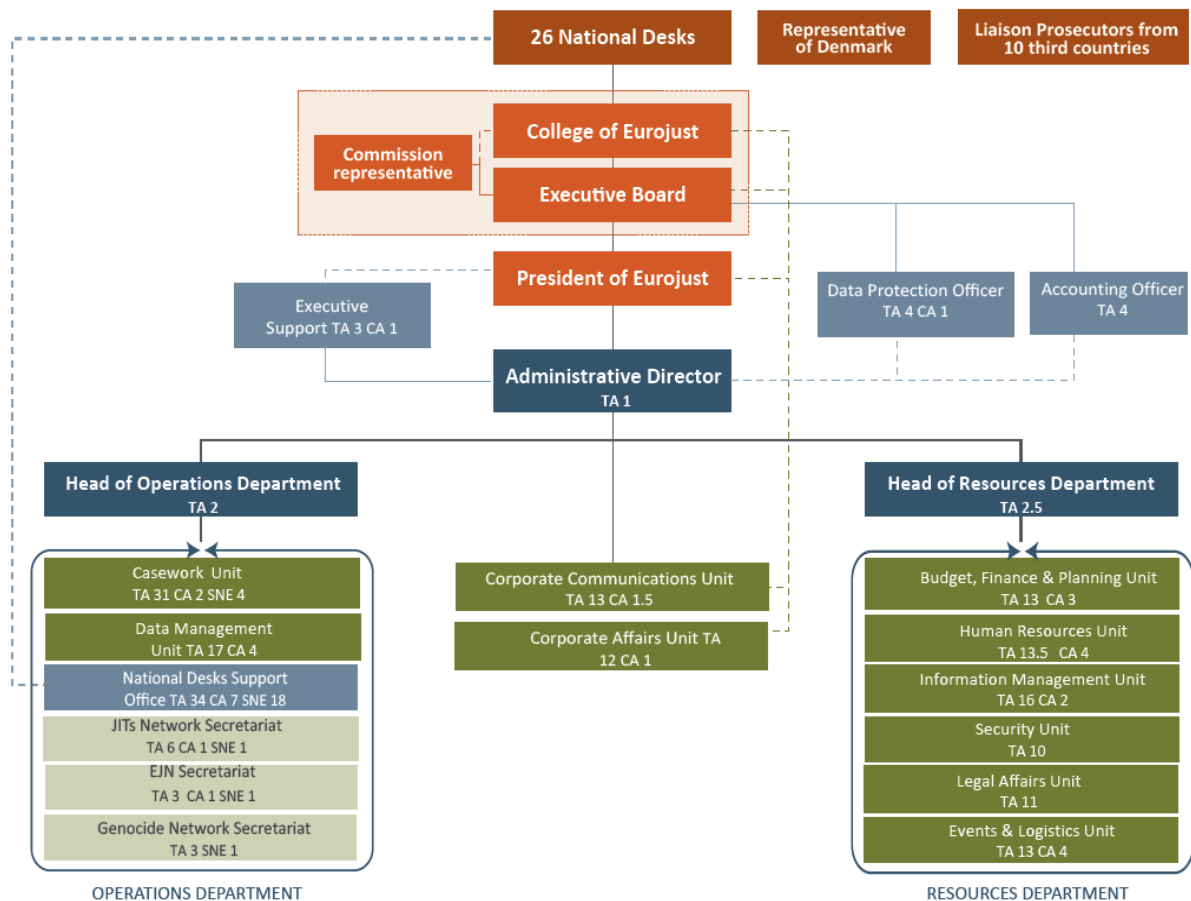
* The data contained in this table were extracted from Eurojust's Case Management System in January 2023. Due to the ongoing nature of cases, possible discrepancies with previously reported numbers may exist, and statistics may be updated in the future.

** These crime types cannot be summed up, since more than one sub-category may apply to a single case.

Annex II. Statistics on financial management

Information on statistics on financial management can be found in the [2022 Report on Budgetary and Financial Management](#).

Annex III. Organisational chart 31.12.2022⁷²



⁷² Figures are based on headcount as on 31 December 2022, including three appointments made under Article 38(2) of the Eurojust Financial Regulation, three cost-free SNEs, and not including offers sent.

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

a. Eurojust Establishment Plan at 31 December 2022

Category and grade	Establishment plan 2022	Filled at 31.12.2022 ⁷³
	TA	TA
AD 16		
AD 15		
AD 14	1	1
AD 13	1	
AD 12	2	1
AD 11	7	3
AD 10	14	12
AD 9	23	20
AD 8	24	12
AD 7	23	24
AD 6	4	10
AD 5	15	26
Total AD	114	109
AST 10		
AST 9	1	1
AST 8	1	
AST 7	1	3
AST 6	17	13
AST 5	53	30
AST 4	34	40
AST 3		17
AST 2		8
AST 1		
Total AST	107	112
TOTAL	221	221

Contract Agents	Authorised 2022	Engaged 2022 ⁷⁴
Function Group IV	8	6
Function Group III	4	4
Function Group II	6	6
Function Group I	0	0
TOTAL	18	16

⁷³ Figures are based on headcount as on 31 December 2022 and include offers sent. In accordance with Art. 38(2) of the Eurojust Financial Regulation, three appointments have been made to offset the effects of part-time work and specifically the part-time loss of 4.8 FTE on average throughout 2022.

⁷⁴ Figures are based on headcount as on 31 December and include only contract staff recruited using the EU subsidy to Eurojust. They do not include 2 offers sent in December for the new staff related to the new CIC evidence tasks.

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

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

c. Job screening/benchmarking against previous year results⁷⁵

Job Type (sub) category	2021 (%)	2022(%)
Administrative support and Coordination	23.7	23.7
Administrative Support	18.3	18.4
Coordination	5.4	5.3
Operational	70.2	70.3
Top Level Operational Coordination	2.9	2.8
Programme Management & Implementation	57.1	56
Evaluation & Impact Assessment	0	0
General operational	10.2	11.5
Neutral	6.1	6
Finance/Control	6.1	6
Linguistics	0	0
Total	100	100

d. Gender representation⁷⁶

Gender	Staff category	Official		Temporary		Contract		Total	
		Number	%	Number	%	Number	%	Number	%
Female	AD - FG IV	0	0	55	40	2	9	56	35
	AST - AST/SC - FG I/II/III	0	0	83	60	21	91	102	65
	Total	0	0	138	65	23	71	161	66
Male	AD - FG IV	0	0	45	61	6	63	50	61
	AST - AST/SC - FG I/II/III	0	0	29	39	3.5	37	32.5	39
	Total	0	0	74	35	9.5	29	82.5	34
Grand total		0	0	212	100	32.5	100	244.5	100

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

Gender	2017		2022	
	Number	%	Number	%
Female	2	33	4	40
Male	4	67	6	60

⁷⁵ Data on 15 December 2022.⁷⁶ Data on 31 December 2022. The figures do not include the offers send by 31 December 2022.

f. Geographical balance⁷⁷

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	0.9	2	1.5	3	1.2
Belgium	5	4.6	4	2.9	9	3.7
Bulgaria	3	2.8	8	5.9	11	4.5
Croatia	0	0.0	2	1.5	2	0.8
Cyprus	2	1.9	0	0.0	2	0.8
Czech Republic	3	2.8	3	2.2	6	2.5
Denmark	0	0.0	1	0.7	1	0.4
Estonia	4	3.7	2	1.5	6	2.5
Finland	2	1.9	6	4.4	8	3.3
France	8	7.4	7	5.1	15	6.1
Germany	4	3.7	6	4.4	10	4.1
Greece	9	8.3	6	4.4	15	6.1
Hungary	2	1.9	4	2.9	6	2.5
Ireland	2	1.9	2	1.5	4	1.6
Italy	13	12.0	10	7.3	23	9.4
Latvia	4	3.7	2	1.5	6	2.5
Lithuania	1	0.9	6	4.4	7	2.9
Luxembourg	0	0.0	0	0.0	0	0.0
Malta	0	0.0	1	0.7	1	0.4
Netherlands	10	9.3	24	17.6	34	13.9
Poland	3	2.8	4	2.9	7	2.9
Portugal	2	1.9	3	2.2	5	2.0
Romania	8	7.4	11.5	8.4	19.5	8.0
Slovak Republic	0	0.0	4	2.9	4	1.6
Slovenia	3	2.8	4	2.9	7	2.9
Spain	16	14.8	10	7.3	26	10.6
Sweden	2	1.9	1	0.7	3	1.2
United Kingdom	1	0.9	3	2.2	3	1.6
Total	108	100	136.5	100	243.5	100

⁷⁷ Data on 31 December 2022. The figures do not include offers sent by 31 December 2022.

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

Most represented nationality	2017		2022	
	Number	%	Number	%
Netherlands	35	15	34	14
Italy	20	9	26	11
Spain	19	8	23	10
Romania	19	8	19.5	8
Total	93	40	102.5	43

Annex V. Human and financial resources by activity

Following the implementation of the Eurojust activity recording tool as of January 2023, and of SUMMA as of January 2022, Eurojust will be able to report on the utilisation of its human and financial resources per activity in the 2023 CAAR.

Annex VI. Contribution, grant and service level agreements

	General information					Financial and human resource impact				
	Date of signature	Total amount	Duration	Counterpart	Short description	Type of resources	2021		2022	
Contribution agreements										
EuroMed Justice programme	18 March 2020	5 000 000	3 years and 9 months ⁷⁸	European Commission – DG NEAR	The programme aims to enhance judicial cooperation between Member States and South Partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia).	Amount	CA	PA	CA ⁷⁹	PA
							2 240 661	882 250	745 732	1 781 424
						Contract staff	6.5		6.5	
						SNE	0		0	
SIRIUS project	21 December 2020	1 265 436	3.5 years ⁸⁰	European Commission Service for Foreign Policy Instruments and Europol	The project aims to help investigators cope with the complexity and the volume of information in a rapidly changing online environment, by providing guidelines on specific OSPs and investigative tools, as well as contact details for OSPs, and opportunities to share experiences with peers, both online and in person.	Amount	CA	PA	CA	PA
							309 581	191 291	174 286	289 389
						Contract staff	3		4	
						SNE	0		0	
		6 000 000	4 years		The project aims to support operational cooperation, including	Amount	CA	PA	CA	PA
							N/A	N/A	125 684	99 077

⁷⁸ The Commission confirmed a 9-month extension of the initial duration, without adjusting activities and/or resources, as well as the extension of the programme for 2024-2028.

⁷⁹ The EUR 3 712 575 includes amounts committed in 2020 (EUR 853 204), in 2021 (EUR 2 114 306) and new committed in 2022 (EUR 745 065).

⁸⁰ The project's continuation after 2024 is subject to further consultations with the Commission and Europol.

WB CRIM JUST project	14 September 2022			European Commission – DG NEAR	through JITs, among Western Balkan countries and between them and EU Member States.	Contract staff	N/A		3	
						SNE	N/A		0	
Service-level agreements										
IPC project	10 March 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	CA	PA	CA	PA
							31 250	31 250	194 620	194 620
						Contract staff	2		2	
						SNE	0		0	

Annex VII. Environment Management

In 2021, Eurojust initiated the implementation of the EMAS / ISO 14001 compliance framework. The following activities were defined:

- Gap analysis committee kick off and system introduction;
- Context and stakeholder analysis;
- Relevant legislation compliance obligations;
- EMAS / ISO 14001 compliance internal audit;
- Setting the process for collecting and evaluating environmental performance data;
- Environmental aspects assessment;
- Risks and opportunities identification, policy development, objective setting and action plans;
- Definition of roles and responsibilities;
- Developing competences, training and communication;
- Operational planning and emergency situations;
- Environmental performance monitoring;
- Relevant documentation control, internal audit and preventive and corrective actions;
- Setting up an environmental statement;
- Certification audit; and,
- Training and awareness raising.

In 2022, Eurojust received the final report from the external consultancy company, including all relevant information regarding the environment-related regulations in the Netherlands. In addition, the report stipulated the organisational structure to be implemented within the Agency as one of the prerequisites for further steps towards the EMAS certification.

During the year, Eurojust joined the public tender for consultancy in Environmental Management Systems and Reduction and Offsetting of Greenhouse Gas Emissions. The first contacts were established with a new supplier at the end of 2022, with the aim to order the services as of 2023.

As the implementation of the EMAS/ISO 14001 framework is still in progress, Eurojust has not yet set reduction targets on carbon emissions due to the limited human resources available for the task. The setting of CO₂ reduction targets is foreseen to take place in connection with the implementation of EMAS. The overall post-COVID-19 situation was reflected in the CO₂ footprint, which applied to both main sources: the utilization of the building and the increased volume of the missions. According to the information provided by Eurojust's energy providers, Eurojust's sources of energy are (approx.):

- Renewable energy ("green" electricity⁸¹, earth heating/cooling): 70%
- Nuclear: 0 %
- Thermo (gas): 30%

⁸¹ Electricity consumed is coming from 100% renewable sources: sun, wind and water.

Annex VIII. Final accounts 2022

Enclosed.



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