

EUROJUST

European Union Agency for
Criminal Justice Cooperation

Eurojust Consolidated Annual Activity Report 2023

26 June 2024

Criminal justice across borders



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List of Acronyms

ABM Activity Based Management	EUIPO European Union Intellectual Property Office
AOD Authorising Officer by delegation	Eu-LISA EU Agency for operational management of large-scale IT systems in the area of Freedom, Security and Justice
AWP Annual Work Programme	EuroMed Euro-Mediterranean Partnership
CAAR (Consolidated) Annual Activity Report	EUROPOL European Union Law Enforcement Agency
CATS Coordinating Committee in the area of police and judicial cooperation in criminal matters	FRA European Union Agency for Fundamental Rights
CC Coordination Centre	FRONTEX European Border and Coast Guard Agency
CEPOL European Union Agency for Law Enforcement Training	FTE full-time equivalent
CIC Core International Crimes	IAC Internal Audit Capability
CICED Core International Crimes Evidence Database	IAS Internal Audit Service
CIF Case Information Form	ICC-OTP International Criminal Court-Office of the Prosecutor
CJEU Court of Justice of the EU	ICF Internal Control Framework
CM Coordination Meeting	ICPA International Centre for the Prosecution of the Crime of Aggression against Ukraine
CMS Case Management System	ICT Information and Communication Technology
COPEN Working Party on Cooperation in Criminal Matters	IPC Intellectual Property Crime
COSI Standing Committee on Operational Cooperation on Internal Security	JHA Justice and Home Affairs
CTR European Judicial Counter-Terrorism Register	JHAAN JHA Agencies network
DPO Data Protection Office	JIT Joint investigation team
EAW European Arrest Warrant	JCP JITs Collaboration Platform
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
EJCN European Judicial Cybercrime Network	SIAP Strategic Internal Audit Plan
EJN European Judicial Network	SNE Seconded National Expert
EJTN European Judicial Training Network	SOP Standard Operating Procedure
EJR Eurojust Regulation	SPC South Partner Countries
EMAS EU Eco-Management and Audit Scheme	SYSPER Système de gestion du Personnel
EMPACT European Multidisciplinary Platform against Criminal Threats	TE-SAT EU Terrorism Situation and Trend Report
EMSC European Migrant Smuggling Centre	THB Trafficking in human beings
ENPE European Network of Prosecutors for the Environment	UNODC United Nations Office on Drugs and Crime
EPPO European Public Prosecutor's Office	USA The United States of America
EU European Union	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) 2023, including the Eurojust Final Accounts 2023. The College takes note of the Administrative Director's Declaration of Assurance thereto.

In assessing the CAAR 2023, the College of Eurojust makes the following observations:

- Eurojust has successfully achieved the objectives foreseen in the Annual Work Programme 2023, with most of the Annual Objectives having been fully implemented as planned;
- Eurojust achieved 76% of relevant and measurable 2023 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 2023, 13 164 cases were handled; 5 710 of them were newly opened, which represents a 14% increase compared to 2022, confirming the constant casework increase of the last years;
- Eurojust organised 577 Coordination Meetings and 21 Coordination Centres;
- Eurojust supported 288 Joint Investigation Teams;
- All Internal Control Framework Principles are present and functioning;
- No critical findings were highlighted by internal or external auditors;
- Eurojust achieved a rate of 99.77%% of budget execution over a EUR 55,4 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 2023.

The College of Eurojust notes that the Administrative Director has no reservations for the presentation of the annual accounts for the financial year 2023 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 2023. The CAAR 2023 and its annexes shall be sent to the European Parliament, the Council, the European Commission and the Court of Auditors.

The Hague, 18 June 2024

A blue ink signature of Ladislav Hamran, consisting of a stylized, cursive script.

Ladislav HAMRAN,
President of Eurojust

Executive Summary

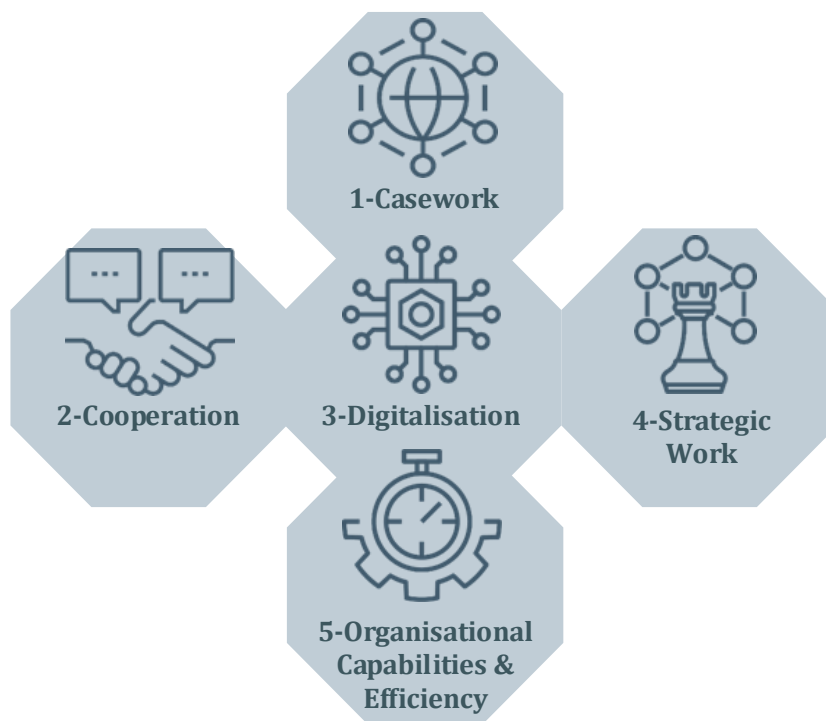
Eurojust is the European Union Agency for Criminal Justice Cooperation.

'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) 2023 is the second AWP under the MAS 2022-2024.

This report focuses on the implementation of the AWP 2023 and Key Performance Indicators (KPIs), the 2023 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 2023, the 76 National Members, Deputies and Assistants were supported by 278 staff¹. Eurojust **achieved 76%² of the 2023 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 continued building up its ability to act on its own initiative. In total, **577 Coordination Meetings** and **21 Coordination Centres** were organised. Eurojust supported **288 Joint Investigation Teams**, facilitated the execution of **1 259 European Arrest Warrants** and enabled the use of **6 299 European Investigation Orders**.

The Agency continued to provide significant support to the JIT investigating alleged core international crimes in Ukraine, and, as of July 2023, is hosting the newly created **International Centre for the Prosecution of the crime of Aggression against Ukraine**. In addition, Eurojust continued the implementation of the **Core International Crimes Evidence Database**, to store, preserve and analyse core international crimes evidence.

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 concluded a new working arrangement with OLAF, opened six cases involving the EPPO and stepped up its cooperation with Europol, with 42 cases where Europol was involved, and also in the framework of the SIRIUS project.

Eurojust's **international cooperation** was strengthened with the conclusion of a working arrangement with the competent authorities of Nigeria and the expansion of the network of Contact Points to 72 jurisdictions, and with 351 new cases owned by third countries opened in 2023 alone. Eurojust continued supporting close cooperation on criminal matters between the European Union and its South Partner Countries through the implementation of the EuroMed Justice Programme, the Intellectual Property Crime Project and the Western Balkans Criminal Justice Project. It also completed the preparatory work to on-board the Impunity Observatory Project as of 2024.

During the year, Eurojust took steps towards the implementation of the new Eurojust **Case Management System**, the implementation of the new **JITs Collaboration Platform**, and to fulfil its role as the contact point for third countries and international organisations regarding **ECRIS-TCN** requests in the context of criminal proceedings. At the same time, it continued to maintain and improve 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, fostering a richer understanding of Eurojust's contribution to improving the internal security in the EU and the quality of judicial cooperation.

Eurojust continued to seek **efficiency gains** by actively optimising its services, processes, IT tools and resource allocation. The Agency further enhanced its Activity Based Management processes and tools, and as a result, is in a position to monitor and report on the actual use of financial and human resources under its annual objectives. By the end of the year, Eurojust achieved a 99.77% implementation of its 55,4M budget, and a 99% implementation of its Establishment Plan.





¹ Headcount of temporary staff, contract staff and seconded national experts on 31/12/2023, including four appointments made under article 38(2) of the Eurojust Financial Regulation, four 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 2023 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.

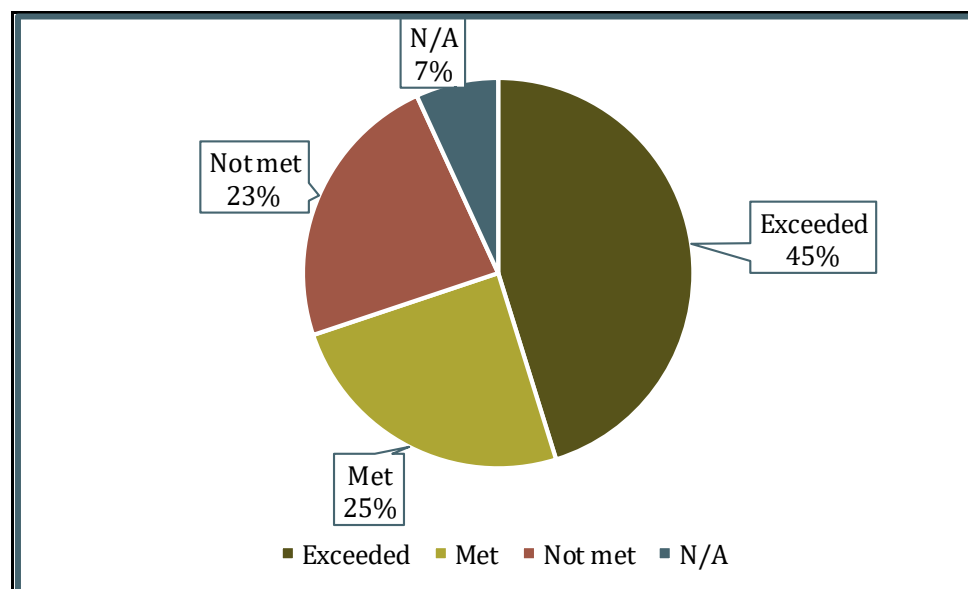
The 2023 KPIs have been assessed as follows:

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	

2023 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 73 KPIs in the AWP 2023.

The annual KPI results overview is as follows:

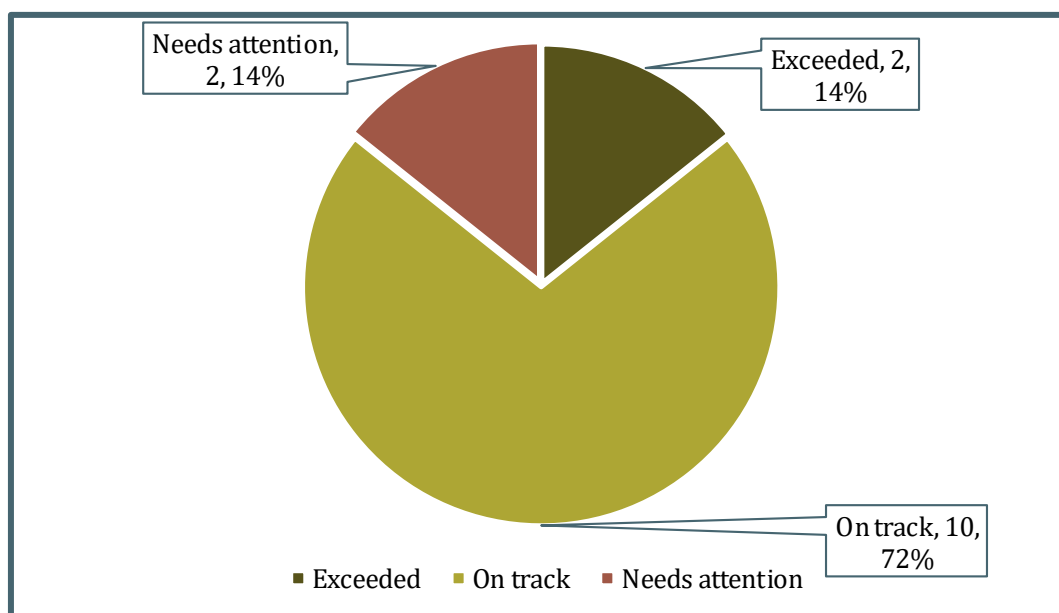


- 68 of the AWP KPIs (93%) were measurable and relevant during 2022;
- Two KPIs related to the number of links reviewed/assessed through the CMS Link Review Profile and to the number of requests related to hit/no-hit were measured for baselining purposes only;
- 18 KPIs achieved their target, and 33 KPIs exceeded it; and,
- 17 KPIs did not meet the target, as they were impacted by adjusted organisational priorities (1) or other - mostly external - factors (16).

More details on the 2023 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 2023 progress towards the achievement of Eurojust's multi-annual KPIs was as follows:



- All KPIs were measurable and relevant during 2023;
- 2 KPIs already exceeded their multi-annual target;
- 10 KPIs are on track for achieving their target; and,
- 2 KPIs need further attention to ensure their target is achieved. These KPIs are:
 - Number of cases involving EPPO, Europol, FRONTEX and OLAF; and,
 - Number of environmental certifications acquired and maintained.

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
Interim result	3.61
Assessment	On track

KPI	Number of new JITs supported
Source of data	Annual statistics
Baseline 2019	89
Target 2022-2024	(≥) 95
Interim result	86 ⁴
Assessment	On track

Activity 1.1 – Provide comprehensive and tailor-made operational and legal expertise to referred cases⁵

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

While Eurojust's work in 2023 continued to have a strong focus on supporting Member States' and partners' judicial response to the war in Ukraine, the Agency delivered on its full mandate to fight all cross-border serious crimes, handling more than 13 000 cases. Eurojust contributed to the arrest of more than 4 200 suspects, and the seizure and/or freezing of criminal assets worth over EUR 1 billion. The Agency also contributed to the seizure of drugs worth almost EUR 26 billion, representing more than double the amount it helped seize in 2022. These impressive operational outcomes⁶ are the result of cross-border cooperation between judicial authorities enabled by Eurojust, in close cooperation with all actors in the criminal justice chain.

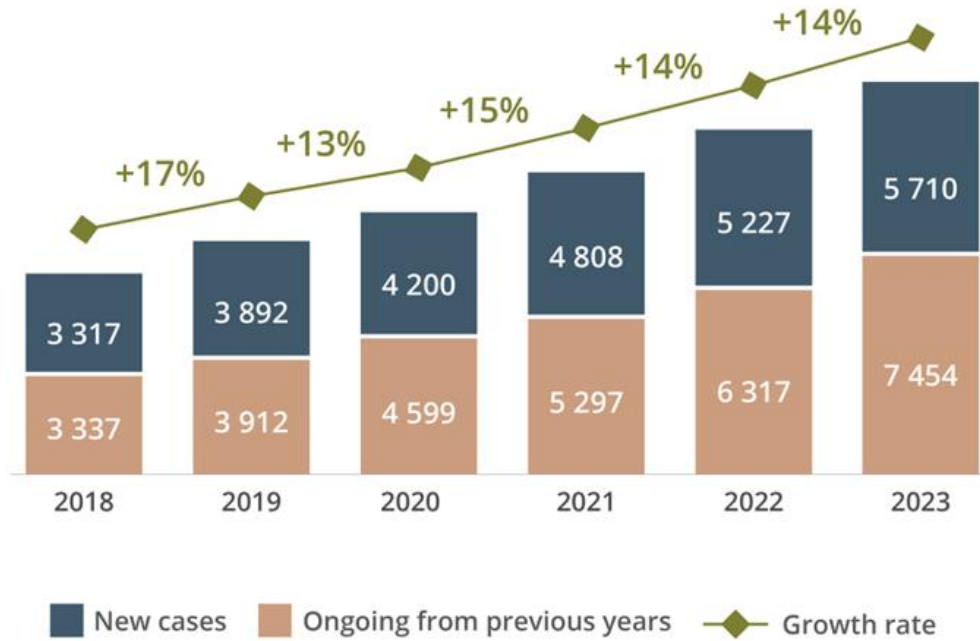
Eurojust's casework continued to grow in 2023, with a 14% increase compared to the previous year. More than 5 700 new cases were opened in 2023, while more than 7 400 cases from previous years continued to receive legal, analytical, logistical and financial support from the Agency. The high number of ongoing cases reflects the sustained assistance required over years by many of the increasingly complex investigations Eurojust supports. Eurojust drafted a total of 1 013 operational deliverables in support to cases, including conclusions, analyses, legal notes, case notes, advice to Joint Investigation Teams, Case Information Forms, etc.

The 2023 casework is summarised below:

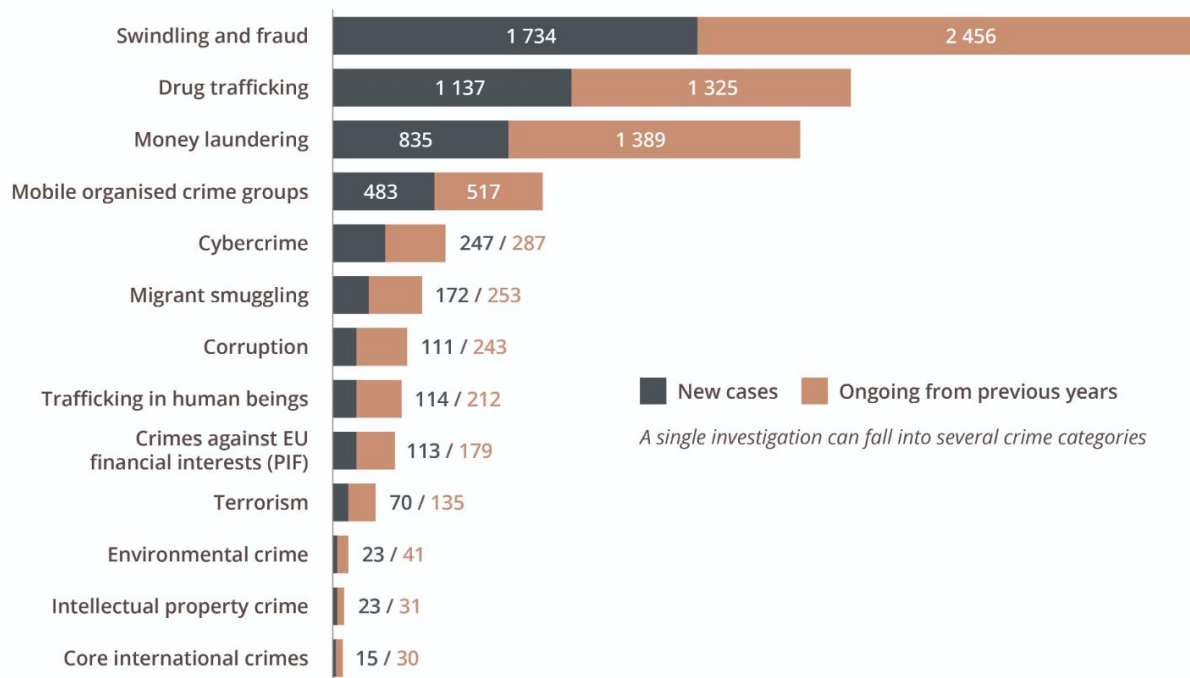
⁴ Average of new JITs supported in 2022 and 2023.

⁵ 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.

⁶ It should be noted that these outcomes were achieved also through cases that were opened before 2023 and were included in the reporting on operational outcomes in Eurojust's 2022 Annual Report. The outcomes of these cases are included again for 2023 reporting purposes, since the cases were still ongoing.



The overview of cases by crime type is presented below:



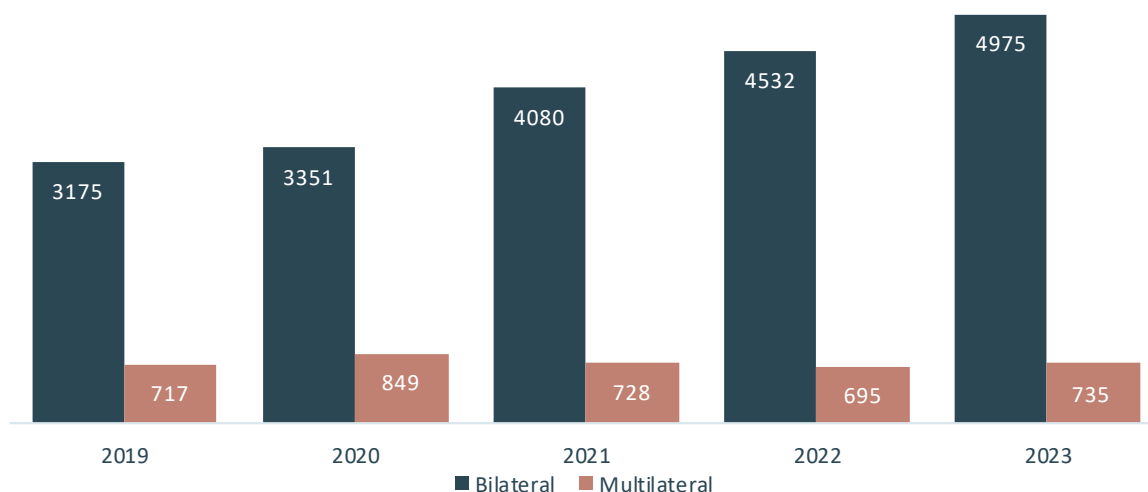
During 2023, Eurojust dealt with more than 13 000 cases across 13 categories of serious cross-border crime, ranging from cybercrime and money laundering to trafficking in human beings and environmental crime. The top three crime types handled by the Agency in 2023 continued to be swindling and fraud, drug trafficking and money laundering. Two thirds of all cases that Eurojust worked on in 2023 involved one of these crime types. Over 4 000 cases in total focused on swindling and fraud crimes, while more than 2 400 cases dealt with drug trafficking and more

than 2 200 cases with money laundering. In addition to supporting a large number of ongoing cases from previous years across all crime types, the number of new cases referred to Eurojust increased in 2023 compared to 2022 in all crime categories, except trafficking in human beings and core international crimes.

A significantly higher number of new cases were referred to the Agency in 2023 compared to 2022 in the areas of environmental crime (64%) and cybercrime (43%). Likewise, in 2023 national authorities requested Eurojust's assistance on around 30% more new cases compared to 2022 related to terrorism, migrant smuggling and corruption. There was also an increase of around 20% in the number of new cases handled by the Agency in 2023 concerning money laundering, organised crime and intellectual property crime.

Conversely, in 2023, there was a decrease of 8% in the number of new cases referred to Eurojust related to trafficking in human beings, compared to 2022. Overall, including ongoing cases from previous years, the Agency handled 5% less human trafficking cases in 2023 than in 2022. The number of new core international crime cases referred to the Agency also dropped in 2023. This should, however, be understood in light of the fact that in 2022, in the context of the war in Ukraine, the number of new core international crime cases referred to the Agency more than tripled compared to the previous year. Therefore, considering both the ongoing cases from previous years and new cases, there was an increase overall of 10% in the number of core international crime cases handled by Eurojust in 2023 compared to 2022.

The overview of bilateral and multilateral cases was as follows:



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 Operations Manual has been revised throughout 2022 and 2023. In April 2023, the College approved the final revised version, which is now in full application. The Operations Manual is a living document that is continuously updated to take into account any developments.

Eurojust continued attracting complex cases⁷ and the most notable examples can be found below:

⁷ Cases falling under priority crime areas or cases involving more than two Member States.

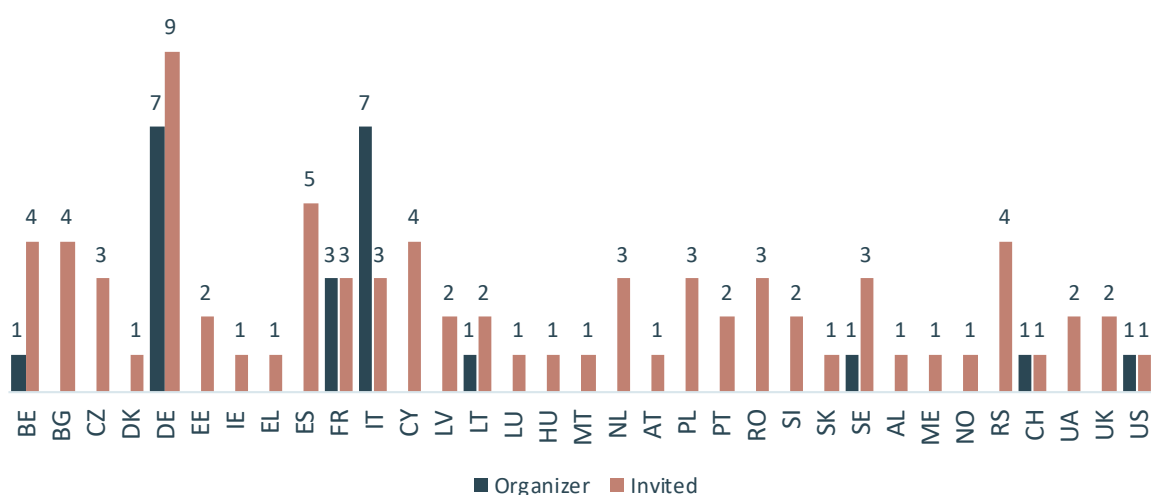
- During an action day executed by ten countries and with the support of Eurojust and Europol, 132 members of 'Ndrangheta have been taken into custody. Law enforcement authorities in Belgium, Germany, Italy, France, Portugal, Slovenia, Spain, Romania, Brazil and Panama raided multiple locations simultaneously, and seized several companies. Over 2 770 officers were involved on the ground during the action day.
- Eurojust and Europol assisted judicial and law enforcement authorities in Germany, Romania and Serbia in dismantling an organised crime group that allegedly smuggled hundreds of migrants to Germany. During a joint action day, two suspects were taken into custody in Germany. Another nine individuals in Romania have been taken to hearings. Fifteen places were searched, eleven of which in Romania. The authorities seized luxury cars, cash, several mobile phones and other evidence. Almost 200 officers took part in the operation.
- Supported by Eurojust, judicial and law enforcement authorities in Romania and the Republic of Moldova took coordinated action against border officials who allegedly demanded and accepted bribery to facilitate the illegal passage of vehicles transporting passengers or parcels. During an action day, eight suspects were detained and 45 locations were searched across both countries. Eurojust provided assistance to the Romanian and Moldovan judicial authorities in setting up and funding a JIT.
- Supported by Eurojust and Europol, judicial and law enforcement authorities in Italy and Germany have dismantled an organised crime group suspected of illicit waste trafficking, false invoicing and money laundering in several European countries. Eurojust coordinated the joint action that led to the arrest of 14 suspects, 40 searches and the preventive seizure of assets worth EUR 90 M. Eurojust also assisted the authorities in setting up and funding a JIT for the case.
- Eurojust and Europol supported the dismantling of a criminal network responsible for widespread ransomware attacks affecting more than 1 800 victims in 71 countries. The operation, leading to the arrest of the ringleader and four suspects in Ukraine, involved over 20 investigators from Norway, France, Germany, and the United States. Perpetrators used diverse tactics, including brute force attacks and phishing emails, deploying malware like Trickbot and ransomware such as LockerGoga. The investigation, initiated by French authorities in 2019, led to the creation of a JIT. Eurojust hosted 12 coordination meetings, and Europol's European Cybercrime Centre provided operational support. Authorities from France, Germany, the Netherlands, Norway, Switzerland, Ukraine, and the United States were part of the efforts.
- Eurojust and Europol collaborated with national authorities in Belgium, Croatia, Germany, Lithuania, Romania, and Italy to tackle a right-wing terrorist organization. During a joint action day, they arrested five suspects, interrogated seven, and seized data carriers and weapons. The organization operated online, engaging in extremist activities, recruitment, and sharing of 3D-printed weapon manuals. Eurojust initiated the case in July 2023, facilitating judicial cooperation and hosting coordination meetings. Europol's European Counter Terrorism Centre supported the case with intense information exchange and a joint Operational Command Room. Authorities from Belgium, Croatia, Italy, Lithuania, the Netherlands, and Romania participated in the investigation.

In 2023, Eurojust organised 577 **Coordination Meetings** (CMs) and 21 **Coordination Centres** (CCs). Financial crimes represented more than half of all CCs, followed by drug trafficking, and cybercrime. In the fight against organised cross-border crime, CCs are essential for the coordination of joint action days. Joint action days involve arrests, searches, interviews of suspects and witnesses, seizures of evidence and freezing of assets that are simultaneously

executed in several countries. CCs provide swift judicial responses during joint action days from the preparation phase to the completion of the execution of the judicial request on the ground by:

- ensuring the timely transmission via the Eurojust national desks and/or liaison prosecutors of the judicial requests needed prior to and during the joint action day;
- monitoring the ongoing joint action day and assisting with legal and practical advice as well as the issuing of new and/or additional critical judicial instruments as the operations progress; and,
- enabling the swift exchange of information and reporting to all involved, in a secure environment, of any issues - legal and/or operational - of possible immediate impact to the ongoing operations as well as on the results achieved by the parties involved.

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 2023, 1 259 Eurojust cases (including 450 new and 809 ongoing from previous years) involved EAWs⁸. The overall number of cases involving EAWs handled by the Agency in 2023 was similar to the previous year, with a small decrease in the number of new cases.

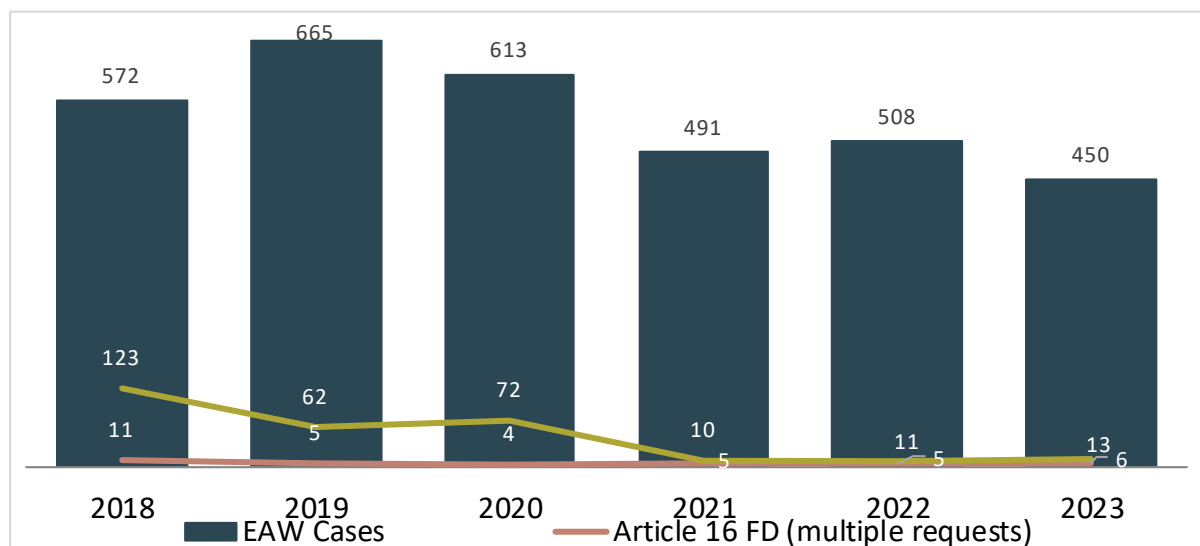
Year	New cases involving EAWs	Ongoing from previous years	TOTAL
2023	450	809	1 259
2022	504	758	1 262

During 2023, Eurojust continued to provide support and advice to national authorities across the full life cycle of the EAW, from drafting to the execution phase. Some recurrent issues the Agency assisted national authorities in addressing in its 2023 casework concerned: overlaps and difficulties in the application of the EAW Framework Decision and the Transfer of Prisoners Framework Decision; issues with return guarantees for nationals and residents; prison conditions and the formulation of assurances; and questions surrounding *in absentia* judgments. Moreover, Eurojust helped address issues arising from practical difficulties with: obtaining consent in view of the application of the speciality rule; competing requests for surrender and/or

⁸One case can involve more than one EAW.

extradition and obtaining consent for subsequent surrender/extradition; and cases concerning extradition of EU citizens to third countries and the application of the '*Petruhhin*' doctrine.

As in previous years, the chart below confirms that a very low number of Member States notify Eurojust about cases where they cannot observe the time limits and the reasons for this non-observance (Article 17 EAW Framework Decision). Likewise, the chart indicates that the number of cases on competing EAWs for which Eurojust's support is requested (Article 16(2) EAW Framework Decision) also remains limited.



From a strategic perspective, Eurojust's Judicial Cooperation Instruments Team discussed legal issues emerging from recent Eurojust cases. They addressed, for instance, several questions surrounding competing requests for surrender and extradition including differences amongst Member States' national provisions regulating this matter, the competent authorities in charge of the decision taking, and the added value of Eurojust's involvement in the coordination process.

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. During 2023, Eurojust continued to provide support and advice to national authorities across the full life cycle of the EIO, from drafting to the execution phase and dealt with 6 299 cases involving an EIO⁹ (including 2 972 new and 3 327 ongoing from previous years).

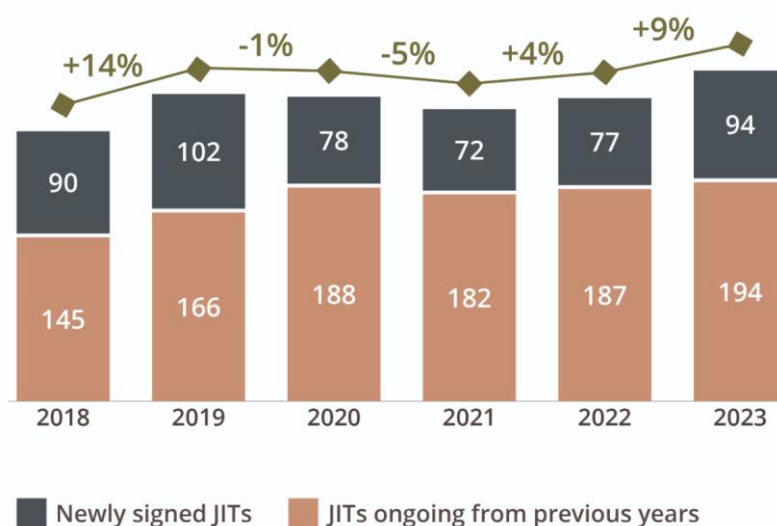
Year	New cases involving EIOs	Ongoing from previous years	TOTAL
2023	2 972	3 327	6 299
2022	2 707	2 708	5 415

For instance, Eurojust supported with obtaining clarifications or additional information prior to the execution of an EIO. The Agency also facilitated the execution of urgent EIOs and in multilateral cases, often ensuring coordination amongst the execution of different EIOs in several Member States. In addition, Eurojust supported several cases where legal or practical issues arose, such as in relation to the hearing by videoconference. From several cases it emerged that there are different national provisions in relation to the hearing via videoconference of an

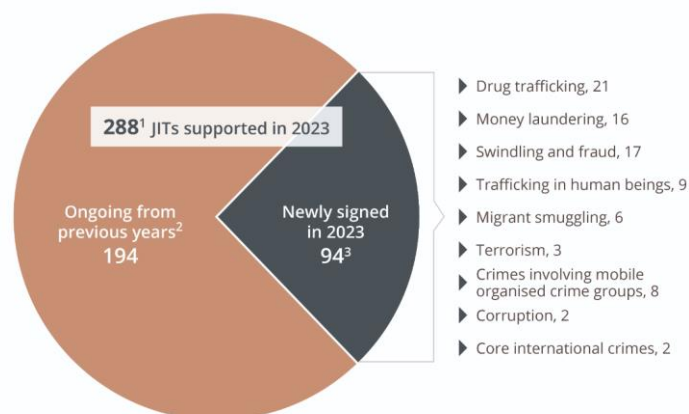
⁹One case can involve more than one EIO.

accused during trial stage¹⁰ or differences in procedures depending on the status of a person (witness, suspect or accused). Eurojust also continued to support cases related to encrypted communication platforms and the cross-border exchange of such evidence¹¹. Throughout 2023, the Agency monitored the relevant case law of the Court of Justice of the European Union (CJEU) and it is expected that in 2024, Eurojust will publish the first edition of a related overview.

Throughout 2023, **Joint Investigation Teams (JITs)** continued to be one of the most advanced tools for international cooperation at Eurojust. The Agency saw a 9% increase in the number of JITs it supported during 2023 compared to 2022. Eurojust facilitated almost 300 JITs throughout the year, around one third of which were newly signed in 2023.



In particular, Eurojust provided legal, financial and/or operational support to **288 JITs**. 94 new JITs were established in 2023, and 194 were ongoing from previous years. The JITs active in 2023 focused on a wide range of crime types, predominantly drug trafficking, swindling and fraud and money laundering. An overview of the JITs supported in 2023 is presented below:



¹ Eurojust support to JITs includes financial and operational support. Of the 288 JITs supported, 132 were funded by Eurojust (51 of which were funded in 2023).

² As of January 2024. 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.

¹⁰ A related case is currently pending at the CJEU [C-285/23](#).

¹¹ See also the case pending at the CJEU [C-670/22](#).

Support to JITs through the standard and urgent funding schemes continued. The number of awarded applications within the standard funding has been steadily increasing after the gaps in previous years caused by the COVID-19 pandemic. The urgent funding scheme has been widely used as well, in particular towards the end of the year. In 2023, Eurojust awarded 257 grants to 132 different JITs within both the standard and urgent funding schemes. Of these, 51 JITs were established in 2023. The final budget earmarked for JIT funding in 2023 was EUR 1.9 M.

To help practitioners fully understand the processes involved in the JITs funding programme, a [list of frequently asked questions](#) was added to the Eurojust website in 2023 to provide answers to common questions and issues. Moreover, a JITs funding guide for participants from the Western Balkans region was also published in December 2023 and translated into Albanian for training purposes via the Western Balkans Criminal Justice project.

Eurojust's work related to the **invasion of Ukraine** is focused on both core international crimes allegedly committed in Ukraine and the circumvention of financial sanctions imposed by the EU on Russian and Belarussian individuals and companies and related criminal offences.

Eurojust continued providing significant support to the **JIT investigating alleged core international crimes (CIC) committed in Ukraine**. The aim of the JIT is to facilitate investigations and prosecutions in the States concerned, as well as those which could be taken forward to the ICC. The JIT enables close cooperation between all involved parties, and includes benefits such as the swift exchange of evidence, quick and easy information sharing, and Eurojust's legal, analytical, logistical and financial assistance.

The JIT, active since March 2022, consists of seven member countries (Lithuania, Poland, Estonia, Latvia, Slovakia, Romania, and Ukraine), and since 2023 also involves other partners, either as participants or via a Memorandum of Understanding. A Memorandum of Understanding was signed with the United States on 3 March, enabling practical arrangements for cooperation, and the participation of the United States' authorities in JIT coordination meetings. Europol joined as a second participant on 10 October, following Eurojust and the ICC. Europol provides analytical and forensic assistance and supports the collection and analysis of data obtained from open sources, known as open-source intelligence.

Eurojust ensures that the work of the JIT remains aligned with the various national Ukraine-related investigations currently ongoing in over 20 countries, including 17 EU Member States. Since 2022, 24 cases were opened at Eurojust by national authorities in 10 Member States and 2 third countries in support of ongoing investigations in relation to war crimes and crimes against humanity, following Russia's invasion of Ukraine. Ukraine, via the Ukrainian Liaison Prosecutor at Eurojust, is involved in all of these cases. The JIT relies on Eurojust's and the JITs Network Secretariat's legal, analytical, financial, logistical, administrative and operational support. In 2023, the JIT was awarded several grants amounting to approximately EUR 161.000. At the time of writing, the total amount awarded to the JIT since its establishment in 2022 is EUR 323.000. This funding has covered JIT costs related to travel, accommodation, translation, interpretation, specialist expertise and purchase of low-value equipment. During 2023, the JIT was also awarded an additional loan for equipment (laptops, phones and printers) for secure communication. The JITs Network Secretariat assisted with delivering the hardware to the JIT members and providing access to a special application for encrypted communication. To respond to the JIT's specific needs, the JITs Network Secretariat has ensured agile support through its standard and urgent funding procedures, under its 2023 JITs Funding Programme.

To date, over 20 countries, including 14 EU Member States, have opened national investigations into CIC allegedly committed in Ukraine, either on the basis of the nationality or passive personality principle (i.e. the perpetrator or a victim has the nationality of an EU Member State) or on the basis of universal jurisdiction. Eurojust facilitates the coordination of these national investigative efforts by organising meetings among all countries, which have ongoing

investigations. Countries that are not parties to the JIT can open separate cases at Eurojust and some might join the JIT at a later stage. During 2023, while the evidence collection efforts continued, JIT members also dedicated time to setting priorities in their prosecutorial strategies and actively building cases. This work will result in more cases moving from the investigation phase to the prosecution phase in the near future. On 29 February, JIT members agreed to prolong the JIT until March 2026. This extension demonstrates not only the benefits that this form of cooperation brings, but also the strong partnership and trust between the JIT parties who, together with Eurojust, are determined to bring justice to Ukraine and its people.

On 2 February 2023, the European Commission President Ms Ursula von der Leyen announced the creation of a new **International Centre for the Prosecution of the Crime of Aggression against Ukraine** (ICPA). In July 2023, ICPA was officially launched at Eurojust. At the same time, a contribution agreement of EUR 8,3 M with the European Commission's Service for Foreign Policy Instruments was signed and the Centre's first operational kick-off meeting took place. ICPA forms part of the existing support structure for the JIT at Eurojust, with a specific focus on supporting and enhancing investigations into the crime of aggression. ICPA supports the preparation of crime of aggression cases, by securing crucial evidence and facilitating the process of case building at an early stage. It is a unique judicial hub embedded in Eurojust to support national and international investigations into the crime of aggression related to the war in Ukraine. Participants in ICPA will benefit from Eurojust's tailor-made operational, technical, logistical and financial support. Thanks to ICPA, independent prosecutors from different countries are able to work together in the same location on a regular basis, exchange information and evidence in a secure and efficient manner, and coordinate an investigative and prosecution strategy. The work of ICPA will effectively prepare and contribute to future prosecutions of the crime of aggression, irrespective of the jurisdiction before which these will be brought.

During 2023, ICPA participants made significant progress in determining the general approach to the investigative framework and principal components of the case. They also discussed the types of relevant evidence to focus on, and discussed joint reports and the coordination of investigative efforts undertaken by individual ICPA participants at national level. During the year, ICPA participants invited legal scholars and other judicial experts to share their knowledge and experience in the investigation and prosecution of core international crimes. Despite facing a number of challenges related to the lack of recent judicial practice in the investigation and prosecution of the crime of aggression, the ICPA's work continues, in close cooperation with the JIT and CISED, and with the firm support of Eurojust.










After the amendment of the Eurojust Regulation in 2022, establishing the mandate for Eurojust to preserve, store and analyse evidence on CIC, Eurojust continued in 2023 to set up the **Core International Crimes Evidence Database** (CICED). CICED is a unique, tailor made judicial database set up by Eurojust to preserve, store and analyse evidence of CIC. It has three key aspects to it: first, it uses a safe digital data transmission method for the evidence submission; second, it provides for a secure data storage location; and finally, it offers a way to analyse the evidence. Importantly, CICED centralises the evidence in one place and gives a unique overview of the totality of the submitted evidence, including the ability to identify investigative overlaps and patterns, both in terms of crime and the overarching structures. CICED also captures information about the evidence, including who submitted the evidence, a brief description about the information, its temporal and geographic scope and the criminal offense.

The entire implementation process of CICED and its workings are subject to the approvals by the European Data Protection Supervisor (EDPS). In June, CICED responded to the remaining recommendations received from the EDPS and submitted its 3rd notification. In August, the EDPS issued a positive opinion on the prior consultation, underlining the quality of the documentation provided by Eurojust and outlining a number of recommendations. Implementation of these recommendations was ongoing at the end of 2023. In December, Phase 3 of the CICED Project

went live, implementing the Analysis Tool, and improvements to ICT security. The Analysis Tool allows the CISED Team to import the files from the contributions provided by national authorities via the Eurojust Transfer Solution, and analyse the information from these documents to extract and store structured data (persons, locations, dates, events etc.). Once the information is fully imported, complex searches and analytical outputs will be easier. The tool can also create graphical representations of the analytical data, to visualise potential relationships. As the imports continue, analysis is underway and a number of evidentiary reports have already been issued. These reports assess investigative overlaps, gaps, and other guidance as requested by the national authorities. Additionally, the team provides proactive assistance on issues that they identify during the evidentiary review. The ultimate objective is to support the national authorities in their investigative and prosecutorial efforts. CISED, is also important in ICPA's work, as it will also store national evidence contributed by ICPA participants to subsequently be analysed.

Eurojust is a member of the **Freeze & Seize Task Force** established by the European Commission to ensure coordination of Member States' activities in enforcing sanctions against designated people and companies and to explore the interplay between the sanctions and criminal law measures. Key activities in the context of this Task Force include:

- Cross-checking the list of individuals and companies sanctioned by the EU against the data in Eurojust's Case Management System (CMS). This takes place on a continuous basis and has resulted in the identification and confirmation of several links;
- Developing a template that allows judicial authorities to share their findings after checking their national databases for ongoing or concluded legal proceedings against persons and entities on the sanctions list. After receiving this information, Eurojust can identify links that may not be visible at national level and subsequently facilitate the cross-border execution of seizure and confiscation measures;
- Identifying and analysing legal and practical obstacles to the confiscation of assets. At the end of February 2023, Eurojust concluded an analysis of the impact of the dual criminality principle in this context, based on information provided by 34 different countries; and,
- Coordinating the work of the Freeze and Seize Task Force with the activities of the Task Force initiated by the US (*'KleptoCapture'*) and a similar initiative in the context of the G7, by building on the presence of a US Liaison Prosecutor at Eurojust.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of case referrals from Member states	4 513	(≥) 5 400	5 334		Monthly OS ¹²
Number of case referrals from countries with a Liaison Prosecutor	290	(≥) 550	351	 ¹³	Monthly OS
Number of CMs	457	(≥) 570	577		Monthly OS
Numbers of CCs	22	(≥) 34	21	 ¹⁴	Monthly OS
Level of satisfaction of CM/CC participants regarding Eurojust's operational support (1-4)	3.75	(≥) 3.65	3.60		Quarterly KPI Report
Percentage of cases in priority crime areas	75	(≥) 76	76		Monthly OS
Number of deliverables in support of casework	781	(≥) 1 000	1 013		Quarterly KPI report
Number of new JITs supported	72	(≥) 95	94		Monthly OS
Percentage of new JITs that are funded	58	(≥) 54	54		Monthly OS

¹² Operational Statistics based on data stored at the Eurojust CMS.

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

¹⁴ KPI was not met due to external factors outside Eurojust's 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
Interim result	75
Assessment	On track

Activity 1.2 – Capitalise on new operational data analysis and cross-matching capabilities ¹⁵

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. Once a link is confirmed, national authorities may decide to follow up bilaterally or ask Eurojust for legal and operational assistance tailored to the specific needs of each case. Eurojust may also take a proactive role in coordinating cross-border cases and act on its own initiative, as provided for in Article 2(3) of the Eurojust Regulation. In the framework of the CTR, Eurojust continued receiving a growing amount of information on ongoing and concluded judicial counter-terrorism proceedings from EU Member States.

The CTR and Eurojust's ability to identify links between judicial counter-terrorism proceedings were further strengthened with the entry into force on 31 October 2023 of Regulation (EU) 2023/2131 of the European Parliament and of the Council of 4 October 2023 amending Regulation (EU) 2018/1727 of the European Parliament and the Council and Council Decision 2005/671/JHA, as regards digital information exchange in terrorism cases. The adoption of the amendments to the Eurojust Regulation is part of the efforts to digitalise justice and improve information exchange and coordination. In implementation of the Regulation, Eurojust will receive a larger set of data on the basis of which links between proceedings can be identified.



To raise awareness among the competent national authorities on the new possibilities, Eurojust published a leaflet on the CTR-related amendments, available in all official EU languages. The leaflet highlights that the amendments reinforce the CTR and enhance Eurojust's capacity to detect links between counter-terrorism investigations and prosecutions by:

- Clarifying the scope of the information that is to be transmitted to Eurojust;
- Defining the specific categories of data to be shared;
- Setting out clear timelines for the initial transmission of information and for the subsequent updates;
- Envisaging the use of handling codes to guide the possible further use and sharing of the information; and,
- Determining the secure communication channels to be used for the transmission of information.

Following the adoption of the strategic paper on **Eurojust's ability to act on its own initiative** in December 2022, the College approved an action plan to implement it. During 2023, 85% of the actions planned were implemented. Throughout 2023, Eurojust registered 11 cases in

¹⁵ In accordance with Articles 2(1) and (3), 4(1)(c), 49(1), 50(5) and 51(2) of the EJR.

implementation of the own initiative provisions. The cases concerned, among others, alleged drug trafficking, money laundering, product piracy, terrorism, crimes against life, limb or personal freedom.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of actions planned for 2023 to reinforce Eurojust's ability to act on its own initiative implemented	N/A	(≥) 80	85		Quarterly KPI Report
Number of links reviewed/assessed through the CMS Link Review Profile ¹⁶	N/A	p.m.	3 679		Quarterly KPI Report
Number of requests related to "hit/no-hit" ¹⁷	N/A	p.m.	32		Quarterly KPI Report

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
Interim result	14
Assessment	On track

Activity 1.3 – Further support and develop synergies with practitioners' networks ¹⁸

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

During 2023, 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)

¹⁶ Indicator added without target, in the absence of sufficient historical data, and for baselining purposes.

¹⁷ Indicator added without target, in the absence of historical data, and for baselining purposes.

¹⁸ In accordance with Articles 4(1)(d), 20(3) and (7) and 48 of the EJR.

The EJNI assists judges and prosecutors with day-to-day cooperation on criminal justice matters worldwide, via a network of National Contact Points. The Network celebrated its 25th anniversary in 2023. The EJNI 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.

The **44th Regular Meeting** (February) under the Swedish Presidency took place at Eurojust. The event gathered 60 participants from the EU Member States, as well as from Albania, Kosovo, Moldova, North Macedonia, Norway, Ukraine, Serbia, Switzerland and Turkey. The EJNI Contact Points discussed the application of the EIO in light of new CJEU case-law, especially in the context of *Gavanozov II* and the upcoming judgment on the EncroChat case. Contact Points also shared recent experiences with the EAW concerning *Petruhhin* scenarios and possible difficulties with regard to *in absentia* judgment. Cooperation with third countries was also a topic of discussion. Furthermore, attention was drawn to the provisional follow-up of the recommendations given to the EJNI after the 9th Round of Mutual Evaluation. It is necessary to note that, according to the recommendations, the EJNI and Eurojust are invited to work together on the number of documents¹⁹, thus strengthening the synergy between the two organisations.

The **60th Plenary Meeting** (June) under the Swedish Presidency took place in Stockholm, and focused on the topics of freezing and confiscation, transfer of proceedings and evidence from encrypted communications. The conclusions were presented in the Working Party on Cooperation in Criminal Matters (COPEN).

The **61st Plenary Meeting** (November) under the Spanish Presidency was held in Madrid with the participation of approximately 130 EJNI Contact Points. The topics discussed by the EJNI Contact Points were devoted to challenges and opportunities of the EIO and other instruments including digitalisation, challenges and available instruments in view of judicial cooperation between the EU and Latin America, as well as to custodial sentences and measures involving deprivation of liberty and the consequences thereof. In conclusion of the meeting, solutions, best practices and proposals for improvement were formulated.

The **EJNI website** supports practitioners with information and tools for the facilitation of international judicial cooperation. With more than 4 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). On 11 December 2023, a new version of the EJNI website was launched. It included a new section dedicated to the cooperation with partners and networks, My EJNI profile information, an updated Contact Points tool, as well as small updates in Atlas and Compendium to make these tools more user friendly. This deployment also included the renewed EJNI Reporting Tool.

Eurojust and the EJNI continued working on joint projects throughout 2023. Most notably:

- Joint contribution to the 5th edition of the SIRIUS EU Electronic Evidence Situation Report;

¹⁹ For example, on the guidance on the functional relationship and complementarity between Article 4(6) of Framework Decision 2002/584/JHA and Framework Decision 2008/909/JHA.

- Joint visit and presentation to the Palestinian and South Korean authorities;
- Jointly organising and hosting a visit of SEA Just delegation at Eurojust;
- Joint presentation at COPEN on the conclusions of a workshop of the 60th Plenary meeting of the EJN;
- Jointly hosting a visit of the Legal Service of the Commission to meet Eurojust and the EJN Secretariat;
- EJN Secretariat holding short training sessions for Eurojust staff and College members;
- EJN Secretariat launching a series of presentations on the EJN to Eurojust National Desks;

Joint Investigation Teams (JITs) Network

The JITs Network Secretariat hosted the **19th Annual Meeting of the Network of National Experts on JITs** in October. The meeting explored how to step up judicial and law enforcement cooperation between EU Member States and Latin American countries in the fight against serious organised crime, and especially on the possibilities of establishing JITs with Latin American countries. Prosecutors from Italy, Brazil and Chile presented case examples of successful judicial cooperation and shared their experiences on recurring challenges and best practices. Participants also had the opportunity to discuss other existing and possible future projects and instruments to further promote and enhance cooperation with Latin American countries. In parallel, participants discussed victims' rights in the context of JITs, with a view to promote more systematically the victims' rights dimension in the prosecution strategies discussed and agreed upon with Eurojust's support, including when setting up a JIT. The "*Factsheet on the involvement of the ICC-OTP in JITs*" was also presented in the meeting. The Factsheet aims at presenting the ways in which the International Criminal Court-Office of the Prosecutor (ICC-OTP) can be involved in JITs, the benefits of their involvement and the support that Eurojust and the JITs Network Secretariat can offer to JITs involving the ICC-OTP.

The JITs Network Secretariat published the [Fourth JITs Evaluation Report](#) on 14 June, bringing practical findings in terms of lessons learned and best practices identified in JIT operations to JIT practitioners. The report builds on valuable first-hand experiences and knowledge from JIT practitioners coming from 82 JIT evaluations completed between November 2019 and November 2022. Besides these best practices and recommendations regarding the setting-up and operational phases of a JIT, there are also dedicated chapters on Eurojust's experience with multilateral JITs – including a [checklist](#) for practitioners, recent developments in JITs and JIT-related case law. The checklist for multilateral JITs is available in all official EU languages.

Throughout the year, the JITs Network Secretariat participated in an increasing number of training activities for JIT practitioners, organised both at regional and international levels. The Secretariat conducted coaching at seminars on JIT leadership in April and on JIT implementation in September, co-organised by ERA, CEPOL and the European Judicial Training Network (EJTN). During the JIT implementation session in September, the JIT model case scenario – developed in 2022 – was used for the first time, and some suggestions for improvements were noted. Furthermore, the Secretariat actively participated in various meetings organized by the Western Balkan Criminal Justice and EuroMed projects. Additionally, it engaged in numerous study visits of delegations from both EU national institutions and third countries hosted by Eurojust.

With the aim of improving the overall level of engagement and functioning of the JITs Network, it was proposed during the working group meeting in 2021 to conduct an assessment of the JITs Network activities to allow for a better insight into JIT National Experts' experience, fields of expertise and expectations relating to their role and tasks. The Assessment report of the JITs Network and its activities reflects on various areas relevant to the functioning of the JITs Network, such as the functioning of a JIT National Expert within their Member State; relations and

cooperation with Eurojust; and JITs Network meetings. The report aims at improving the overall level of engagement and functioning of the JITs Network, and allows for a better insight into JITs National Experts' experience, fields of expertise, and expectations with regards to their role and tasks. The action plan, which is part of the report, outlines proposals for future improvements and goals for the Network.

Genocide Network

In 2023, the Genocide Network and Eurojust delivered several joint products, including:

- A new Expert Paper on the *“The crime of aggression in the national laws of EU Member States, Genocide Network Observer States and Ukraine”*;
- An update of the Expert Report *“Application of the principle of legality, right to a fair trial and other protected rights in core international crimes cases - Selected case-law of the ECHR”*;
- A new Factsheet on Universal Jurisdiction; and,
- Translations of the 2022 Civil Society Organisations Guidelines in French, Arabic and Spanish. The Civil Society Organisations Guidelines received the 2023 Ombudsman Award for Good Administration and an award in the category of *“Excellence in Citizen-Oriented Delivery”*, raising broad public awareness and recognition of work undertaken by Eurojust, Genocide Network and ICC-OTP partner in this field.

In April, the Secretariat, the Eurojust Counter-Terrorism Team and the International Committee of the Red Cross organised an **Advanced Workshop on international humanitarian law and counter-terrorism** for national investigators and prosecutors, joined by 70 practitioners.

The **joint training “Investigation and Prosecution of Core International Crimes”**, co-organised by the Genocide Network, the EJTN and the International Nuremberg Principles Academy in Nuremberg, Germany, took place in June. The training gathered 40 judges and prosecutors from various EU States and Ukraine. The intense three days training, delivered by international and national practitioners, provided participants with an understanding of substantive international criminal law and jurisprudence, combined with practical knowledge of evidentiary issues, judicial cooperation instruments and best practices for case management. The training concluded with a moot court held on the premises of the Nuremberg Palace of Justice.

The Genocide Network also convened the **16th Genocide Network Steering Board meeting** on 14 June, discussing *inter alia* the upcoming Genocide Network meeting scheduled from 15-16 November 2023 under the Spanish Presidency.

The **8th EU Day against Impunity**, hosted by the Diplomatic Conference for the Adoption of the Convention on International Cooperation in the Investigation and Prosecution of Genocide, Crimes against Humanity, War Crimes and other International Crimes (Mutual Legal Assistance (MLA) Convention), took place in Ljubljana, in May 2023. The event focused around the EU's response to the fight against impunity, the creation and development of specialised units at national level and the use of universal jurisdiction and expected benefits of the new Convention. It benefited from high level representation and expert panel discussions, and resulted in significant external outreach through livestream, recording on YouTube and social media.

The **33rd Genocide Network plenary meeting** (April), dedicated to the issue of corporate criminal accountability for core international crimes, gathered 145 participants.

The **34th Genocide Network plenary meeting** (November 2023) was attended by 180 participants. The meeting focused on the investigation and prosecution of core international crimes committed by ISIS against the Yazidi community. The topic was especially relevant in consideration of Yazidi JIT supported by Eurojust.

The Secretariat also supported a fourth **ad hoc meeting on the war in Ukraine** (online), joined by 120 participants from national authorities and civil society organisations. It enabled cooperation and exchange of information on recent activities of common interest.

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. 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 EU Electronic Evidence Situation Report developed under the SIRIUS Project. A quarterly Newsletter continued to be shared with judicial authorities with information about the Network activities, Eurojust cybercrime press releases and other relevant information on cybercrime and digital evidence.

Eurojust continued its support to the EJCN, including the organisation of plenary meetings. The **14th Plenary Meeting** in June, focused on the topics of JITs in Cybercrime, challenges of the Metaverse and cooperation with crypto assets service providers. It included a contribution from Europol and the participation of the Coinbase Exchange and SIRIUS Team on the topic of crypto assets service providers, as well as discussions on the future developments of the Network.








The **15th Plenary Meeting** in November, was attended by the EJCN Contact Points from EU and Observer States and representatives from stakeholders - Eurojust, Council of the EU, European Commission, Council of Europe, Europol, the European Judicial Network, European Union Cybercrime Task Force and the European Cybercrime Training and Education Group. The discussions focused on:

- Misuse of artificial intelligence by criminals;
- Obfuscation methods of cybercrime proceedings, such as mixing services;
- How to handle the seizure of crypto assets, seizure of smart contract based crypto assets/stable coins, issues related to victims' rights; and,
- Cybercrime prevention, with the presentation of the Dutch National Police Cyber Offender Prevention Squad.

The second day of the Plenary was dedicated to discussions on the *"Going Dark Debate"*, focusing on the growing difficulties of judicial and law enforcement to ensure public security and protect crime victims due to lack of access to crucial data, as a consequence of encryption features and absence of data retention by Service Providers. The Plenary was then followed by the meetings of the EJCN Subgroups and by updates from the stakeholders.

Additional activities include four Master Classes with a total of 797 participants on cooperation with the private sector on digital evidence, ransomware and victim remediation (with EU funded Project Cyclopes) and lessons learned from EncroChat and SkyECC (with the Western Balkans Criminal Justice Project) were provided to practitioners and Eurojust colleagues.

The EJCN Support Team and Contact Points participated in workshops on cryptocurrencies, cloud computing, and automotive forensics with EU and UK practitioners in cooperation with Cyclopes Project and provided training on cryptocurrencies to judicial authorities of the Western Balkans in cooperation with the Cyber Capacity Centre for the region based in Montenegro. In addition, the EJCN Contact Points participated in the Expert Workshops on Mutual Legal Assistance procedures with the United States of America (USA) and in the *Expert meeting on the Going Dark Initiative* organized by the Commission and the Spanish Presidency.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of cases referred from/to the EJN	70/387	(≥) 80/400	94/341	 ²⁰	Annual KPI Report
Number of CIC cases	7	(≥) 26	15	 ²¹	Monthly OS
Number of joint products with EJN	6	(≥) 6	7		Quarterly KPI Report
Number of joint products with JIT Network Secretariat	1	(≥) 2	2		Quarterly KPI Report
Number of joint products with Genocide Network Secretariat	3	(≥) 3	4		Quarterly KPI Report
Number of joint products with EJCEN support function	3	(≥) 5	7		Quarterly KPI Report
Percentage of JIT evaluation meetings supported	N/A	(≥) 95	100		Quarterly KPI Report

²⁰ KPI was not met due to external factors outside Eurojust's control.

²¹ KPI was not met due to external factors outside Eurojust's control.

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

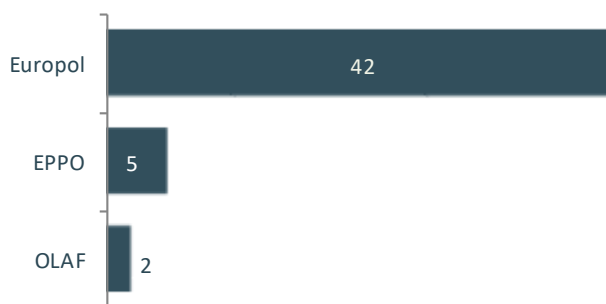
KPI	Number of cases involving EPPO, Europol, FRONTEX and OLAF
Source of data	Annual statistics
Baseline 2019	62
Target 2022-2024	(≥)75
Interim result	63
Assessment	Needs attention

Activity 2.1 – Further develop cooperation with JHA partners and OLAF ²²

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

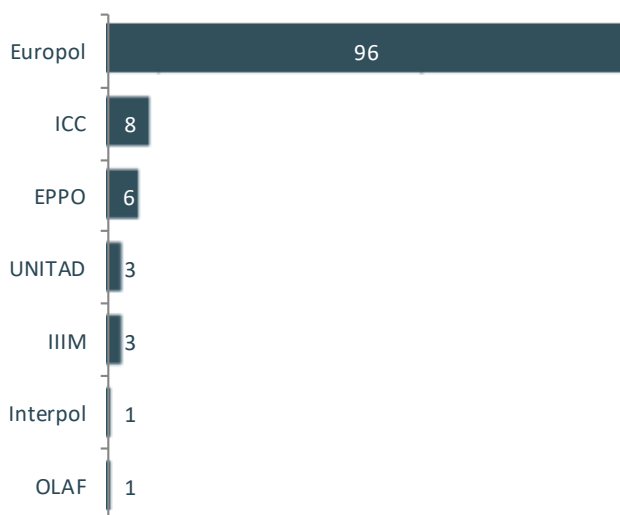
Operational and strategic cooperation with JHA partners is crucial to maintain and strengthen the area of freedom, security and justice. Throughout 2023, Eurojust continued to collaborate closely with the European Justice and Home Affairs Agencies (JHA) and the EU institutions, contributing judicial expertise in the common fight against cross-border crime. During the year, the Agency handled a significant number of cross-border cases with Europol, as well as a smaller number of cases with the EPPO and OLAF.

The overview of cases with partners is outlined below:



²² 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.

The number of CM with partners in 2023 was as follows:



Cooperation with the EPPO

The Eurojust Liaison Team continued working closely with the EPPO. In December, the Liaison Team validated the first bi-annual joint evaluation of the Working Arrangement, as required by Article 29(1) therein.

Eurojust supported the first ever JIT established between the EPPO and Sweden, to investigate a major VAT fraud case. Several cases were opened at Eurojust to support the EPPO in its investigations involving non-participating Member States and third countries, with the organisation of CMs with the participation of the EPPO.

Other activities included:

- Adoption of the workflow for the opening of cases at Eurojust in support of the EPPO;
- Progress on the implementation of a data exchange process on hit / no hit basis system between Eurojust and the EPPO to enhance the detection of links between cases, which will start in 2024; and,
- EPPO participation in the EMPACT Operational Action on Missing Trader Intra Community fraud, led by Eurojust, and the US-EU expert group on obtaining evidence via MLA from the USA as well as the EU-UK meeting on MLA.

Cooperation with Europol

Europol and Eurojust continued their close cooperation on operational and strategic matters. Among the main highlights from 2023:

- [Europol participated in the JIT into alleged core international crimes in Ukraine:](#)
- Since the amended Eurojust Regulation entered into force on 1 June 2022 and the establishment of CISED, cooperation with the Europol Counter Terrorism Centre in the area of core international crimes has become a priority. In line with the existing legal frameworks, data ownership and data protection rules, both Agencies engaged in a process to support jointly investigations in the field of core international crimes, specifically to ensure interoperability and operational de-confliction. In November 2023, the College of Eurojust supported the concept of the Joint Operational Platform (JOP).
- Europol and Eurojust launched the pilot phase for a more structural exchange of data on hit / no hit basis for link detection purpose in May. It is a joint undertaking by the agencies to implement a first solution for the hit/no hit data exchange as foreseen by the respective

founding regulations. The new process shall support the matching of information and connection of ongoing investigations and cases within the respective mandates and thus provide another incentive for cooperation;

- In June, Eurojust colleagues participated in an exchange visit to Europol, aimed to raise awareness among post holders of both organisations and to enhance the dialogue between specialists in the same field;
- Eurojust participated in the Innovation Hub Annual Event in October 2023;
- Eurojust contributed to the 4th Observatory Function report on Encryption; and,
- The assessment of the practical implementation of the Eurojust-Europol cooperation agreement continued.

In 2023, Eurojust stepped up its close cooperation with the **European Migrant Smuggling Centre (EMSC)** through regular bilateral meetings and participation in the Europol Joint Liaison Task Force. Thanks to Eurojust's membership and active participation in bi-weekly meetings, the judicial component of migrant smuggling and human trafficking investigations has been secured. As a result, the information flow and operational cooperation between Eurojust and Europol has significantly increased and has ultimately led to the strengthening judicial support in migrant smuggling cases at judicial level.

Cooperation with the **Europol Counter Terrorism Centre (ECTC)** continued to be very efficient in 2023. The Eurojust SNE who acted as a 'bridge maker' between Eurojust and Europol had regular meetings and exchanges with the ECTC leadership and experts. During those meetings, operational and strategic matters of relevance to both agencies were discussed. The established close contacts significantly facilitated the cooperation and coordination in projects and activities of common interest.

Cooperation with OLAF

OLAF and Eurojust continued their close cooperation with several meetings of their Liaison teams. This good relationship has also been translated into a new Working Arrangement signed in March 2023, which has adapted the framework for collaboration to the new legal basis of both parties.










Eurojust has participated in several high level meetings with OLAF, Europol, EPPO and the Commission to discuss cooperation and coordination in the area of PIF crimes. As a result, OLAF referred one case to Eurojust concerning stolen agro-pharmaceutical products. This led to the registration of a case at Eurojust and subsequently the holding of a CM in September with the participation of OLAF.

Cooperation with FRONTEX

Following the negative opinion from the EDPS on the implementing rules on processing of personal data by FRONTEX, the negotiation of a working arrangement remained suspended during 2023. It is expected that negotiations can restart in 2024.

EMPACT

Eurojust participated to all [EMPACT](#) Operational Action Plans (OAPs) and was (co-)leader in 13 Operational Actions.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of new or revised cooperation instruments with main JHA partners ²³	1	(≥) 1	2		Quarterly KPI Report
Number of cases or requests for support received from the EPPO	5	(≥) 14	15		Quarterly KPI Report
Number of cases referred to the EPPO	3	(≥) 8	0	 ²⁴	Quarterly KPI Report
Number of cases with Europol	120	(≥) 55	42	 ²⁵	Monthly OS
Number of CMs with Europol	120	(≥) 127	96	 ²⁶	Monthly OS
Number of CCs with Europol	7	(≥) 3	8		Monthly OS
Percentage of EMPACT OAPs that Eurojust participates	100	100	100		Annual KPI report
Number of cases with OLAF	0	(≥) 3	2	 ²⁷	Monthly OS
Percentage of FRONTEX transmissions of case-related information	N/A	100	N/A	 ²⁸	Monthly OS

²³ Including the EPPO, Europol, FRONTEX and OLAF.

²⁴ KPI was not met due to external factors outside Eurojust's control.

²⁵ KPI was not met due to external factors outside Eurojust's control.

²⁶ KPI was not met due to external factors outside Eurojust's control.

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

²⁸ Discussions on the working arrangement with FRONTEX are on hold due to data protection issues from the side of FRONTEX.

effectively followed up by Eurojust					
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Objective 2.1.2 – Enhance effectiveness in criminal justice cooperation through joint initiatives with other relevant JHA partners

Cooperation with CEPOL

Eurojust closely cooperated with CEPOL, providing support to organised trainings as follows:

- Eurojust expert speakers participated in 12 trainings and four webinars (of which 12 trainings with the EJTN support and two with the Academy of European Law (ERA));
- Eurojust contributed to the EU-Strategic Training Needs Assessment (EU-STNA) 2022-2025 by sharing its key analytical reports for the years 2020-2022 (second submission) so they can be featured in the desk research; and,
- Eurojust contributed to the three out of four Operational Training Needs Analysis 2024, namely cyberattacks, high-risk criminal networks and online fraud schemes.

In addition, Eurojust expert speakers participated in 13 EJTN trainings (of which one was organised with CEPOL and one with ERA). Eurojust expert speakers also participated in nine events organised by ERA. In total, Eurojust accepted 38 training requests from ERA, the EJTN and CEPOL, of which seven took place online.

Cooperation with EJTN

Established in 2000, the EJTN is an EU-wide platform to promote training and knowledge-sharing among judicial professionals of the Member States. Among its core tasks, the Network develops and promotes training programmes for judicial professionals on a wide range of relevant EU, civil, criminal and commercial law, linguistics and societal issues, and promotes cooperation between EU judicial training institutions.

The basis for cooperation between Eurojust and the EJTN in the field of judicial training is set out in the [Memorandum of Understanding \(MoU\)](#) of February 2008. A key focus of the MoU is an exchange programme through which practising judges and prosecutors from Member States are seconded to Eurojust to better understand its tasks, functioning and activities. Eurojust secondments are also open to trainee judges and prosecutors during their initial professional training.

Seconded judges and prosecutors are assigned to the National Desk of their Member State of origin and are involved in the daily work of their Desk, as well as other Eurojust activities, strategic meetings, coordination meetings and team meetings. Further, Eurojust and the EJTN can engage in other forms of cooperation activities in the field of judicial training, including participation in meetings, conferences, seminars and other training activities organised by Eurojust or the EJTN. Throughout 2023, 23 trainees were accepted at 16 National Desks with a total duration of 77 months.

Cooperation with FRA

Eurojust and FRA established a Joint List of Action 2023, including actions in 12 common areas of interest, and within the scope of existing and planned work of the agencies. During the year, regular meetings took place at working level to monitor implementation of this list and work is

ongoing on the drafting of the assessment report for 2023. The Joint of Overview of Action 2023 was extended until the end of 2024, and some new actions were included.

Justice and Home Affairs (JHA) Agencies Network

Eurojust continued participating in JHA network meetings, including ad hoc meetings of its Contact Points and joint meetings of the heads of the Agencies. In 2023, the activities of the Network focused on the following thematic priorities: digitalisation, the EU Green Deal, information provision in mixed migration situations, cybersecurity, and the communication and promotion of the Network.

- In March 2023, an [updated joint paper on JHA Agencies' contribution to EU Solidarity with Ukraine](#) was published covering the period February 2022-February 2023.
- In July 2023, a [Report on the survey on JHA Agencies' environmental and greening activities](#) was published.
- Under the Network's communication and promotion priority, to increase knowledge about the Network and the individual Agencies internally and externally, an updated [brochure](#) and a new [promotional video](#) were produced in 2023 and an online open market event for all JHA Agencies staff and colleagues from the EU institutions took place in September.
- The nine JHA Agencies, the Network's observers as well as the incoming Belgian Presidency of the Council, and the representative of the EU Agencies Network, gathered at the EUAA's headquarters in Malta in November for the Heads of Agencies meeting. The purpose of the meeting was to exchange information on recent and upcoming developments in the field of Justice and Home Affairs, to discuss the priority topics of the Network building on what was achieved in 2023 at working level, and to draw conclusions for future engagements. The agenda also included a presentation by Eurojust "Modernising cross-border judicial cooperation: Eurojust's digitalisation initiatives".

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of new or revised cooperation instruments with other JHA partners ²⁹ and EU bodies	1	(≥) 1	2	●	Quarterly KPI Report
Number of shared initiatives ³⁰ with other agencies in the framework of the JHA agencies' network	30	(≥) 23	34	●	Quarterly KPI Report

²⁹ Excluding the EPPO, Europol, FRONTEX and OLAF.

³⁰ Including trainings, meetings and joint reports.

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
Interim result	1031
Assessment	On track

Activity 2.2 – Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations ³¹

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](#) opened the door for negotiations on agreements allowing for the systematic 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 was based on the **four-year strategy for cooperation with third countries and international organisations** prepared by Eurojust for 2020-2023, and on the Commission's recommendation submitted on 19 November 2020.

Eurojust continued supporting the Commission in the negotiation of these international agreements with third countries and with Interpol, by participating as observer in all the organised rounds of negotiations. The Agency provided technical input and organised and hosted study visits from the countries in the Council mandate. In particular, a high-level visit of Colombian policy-makers took place in November 2023, with very positive results. In addition, Eurojust started the internal preparations needed to follow up to the possible conclusion of international agreements with Armenia, Lebanon, Bosnia and Herzegovina and Colombia. Eurojust also started the preparation of its second external relations strategy, focusing on non-EU countries and international organisations with which there is a need for closer operational and/or strategic relations. The final publication of the new strategy took place in March 2024.

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 CMs at Eurojust. In 2023, Eurojust had Contact Points in 72 countries and judicial networks. Eurojust's Contact Point network expanded to include nine new third countries: Chad, Ghana, Togo, The Gambia, Tajikistan, Philippines, Mozambique, Kyrgyzstan, and Kuwait. During the year, Eurojust held 22 meetings with Contact Points to explain the Agency's role in facilitating judicial cooperation with EU Member States.

In 2023, Moldova seconded a Liaison Prosecutor for the first time, making him the 11th liaison prosecutor at Eurojust. In addition, Iceland also committed to the secondment of a liaison

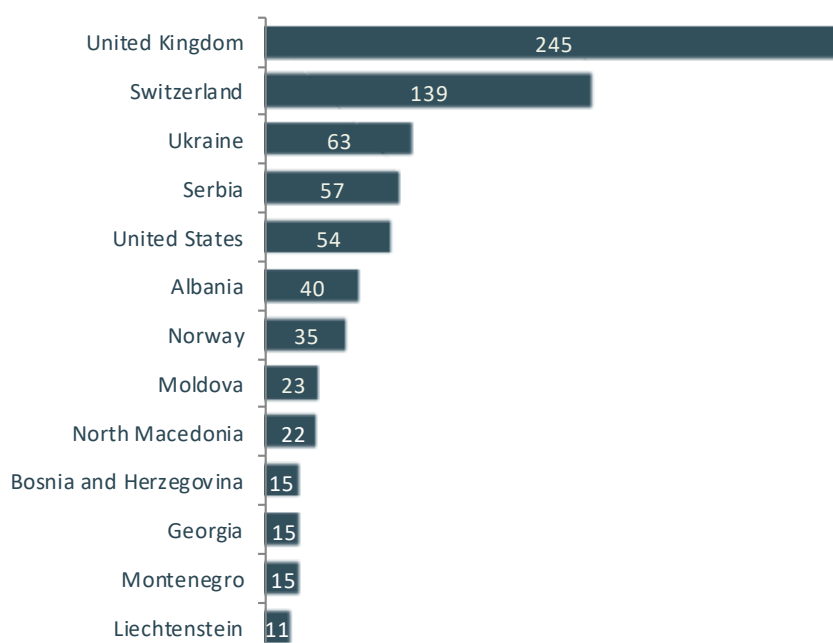
³¹ In accordance with Articles 47(1) and (3), 52, 56 and 58 of the EJR.

prosecutor, who took up duties in March 2024. The secondment of Liaison Prosecutors has historically led to an increase in the number of cases at Eurojust involving their countries.

A working arrangement with the competent authorities of Nigeria with the support of the United Nations Office on Drugs and Crime (UNODC), was concluded, paving the way for close strategic and operational cooperation. Negotiations of other working arrangements also took place during 2023 and, as a consequence, a working arrangement with the Attorney General's office of Panama was signed in January 2024.

Eurojust's international cooperation continues to lead to an increasing number of registered cases at the Agency, with 1 046 cases involving third countries opened in 2023 alone. Countries with a Liaison Prosecutor located at Eurojust have been requested to participate in cases 734 times in 2023. The United Kingdom is the country with the highest casework, with 245 cases handled by Eurojust in 2023, followed by Switzerland and Ukraine.

The participation of third countries with an agreement on cooperation with Eurojust in cases in 2023 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 applies³². The Eurojust Data Protection Office received 45 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 legislations, sectorial laws, administrative practice of the supervisory authority, and human rights situation in a country in question.

As part of its external relations strategy, Eurojust enhanced **relations with international organisations**, via several meetings and exchanges with the Council of Europe, the ICC-OTP and UNODC. In particular, Eurojust worked closely with the UNODC and organised joint events to

³² I.e. international agreement, cooperation agreement concluded before 12 December 2019, adequacy decision, appropriate safeguards, derogations for specific situations.

support cooperation between Europe and West Africa in order to better fight transnational organised crime. Regular exchanges with different **regional networks of prosecutors** also took place, including the Judicial Cooperation Network for Central Asia and Southern Caucasus, the South East Asia Justice Network and the Ibero-American Association of Public Prosecutors. In June, a delegation from Nigeria and select West African countries³³, all members of the West African Network of Central Authorities and Prosecutors, visited Eurojust for two days. The visit was hosted jointly with the EJNI and was facilitated by the UNODC. The purpose of the visit was to present the mandate and activities of Eurojust and the EJNI, learn more about the legal frameworks of Nigeria and other countries in Western Africa, and further discuss cooperation possibilities.


In light of the adoption of the MLA Template of the Trade and Cooperation Agreement, Eurojust together with the UK liaison prosecutor organised a meeting on MLA Cooperation with the UK, in October. During this two-day meeting, practitioners were brought together to learn more about how to effectively and efficiently deal with requests for MLA involving the UK. Presentations were provided to familiarise practitioners with the UK criminal legal and prosecutorial system, the MLA form and to introduce the online digital portal for submitting MLA requests to the UK. Additionally, tips and best practices were shared to further strengthen cooperation between the EU and the UK.

Eurojust and the US authorities organised two meetings and one workshop in 2023 to strengthen the cooperation between them in relation to MLA. The hybrid meeting held in March covered the probable cause requirement and the First Amendment. In June the online workshop focused on the free speech clause of the First Amendment. The second meeting, held online in November covered the topic of witness/suspect interviews conducted in the US, and other related matters. All meetings and workshop were attended by members of the EU-US Expert Group.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of cases involving third countries	991	(≥) 933	1 046		Monthly OS
Number of cases involving international organisations	80	(≥) 59	46	 ³⁴	Monthly OS
Number of JIIs involving third countries	83	(≥) 119	125		Monthly OS
Number of cooperation initiatives with Eurojust contact points in third countries	N/A	(≥) 5	24		Quarterly KPI Report

³³ Cabo Verde, Ghana, Niger and the Gambia.

³⁴ KPI was not met due to external factors outside Eurojust's control.

Number of new or revised cooperation instruments with third countries and international organisations	1	(≥) 2	21		Quarterly KPI Report
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Objective 2.2.2 – Fulfil Eurojust’s new role as ECRIS-TCN contact point for third countries and international organisations

As foreseen in Article 17 of the ECRIS-TCN Regulation 2019/816, Eurojust will be the contact point for third countries and international organisations regarding ECRIS-TCN requests in the context of criminal proceedings.

The ECRIS-TCN Regulation 2019/816 establishes a centralised EU hit / no hit central system to identify the Member State(s) holding information on previous convictions of third-country nationals. The new ECRIS-TCN information system will supplement the existing EU criminal records information system (ECRIS) with the data on non-EU nationals convicted in the EU. Once operational, it will allow Member States, and also Eurojust, to see whether other Member State(s) hold information on previous convictions of a non-EU national and therefore contribute to implementing the principle of mutual recognition of sentences and judicial decisions. Third countries and international organisations will not have direct access to the ECRIS-TCN database but may turn to Eurojust to process their ECRIS-TCN queries in accordance with the Member States consent as applicable.

The ECRIS-TCN database is developed and will be hosted by eu-LISA. The Commission will officially communicate the start of operations once implementation with the Member States is ready. Eurojust works closely with eu-LISA and the European Commission on the implementation of its unique role towards third countries and international organisations in relation to ECRIS-TCN. So far, the project has encountered significant delays from the side of eu-LISA and consequently, Eurojust had to also reduce the tempo of its own activities. The majority of the work has been postponed to 2024-2025.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of actions planned for 2023 to fulfil Eurojust’s new role as ECRIS-TCN contact point	N/A	(≥) 80	40	 35	Quarterly KPI report

³⁵ KPI was not met due to external factors outside Eurojust’s control.

Action area 2 (c) – Externally funded projects for operational cooperation³⁶

Activity 2.3 – Implement externally funded projects for cooperation³⁷

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

Eurojust's administrative services supported externally funded projects of a growing number and complexity. Such services included accounting, budget planning, implementation and reporting, recruitment and other staff services, procurement, event organisation, missions, security and ICT support. These projects comprised the four initially foreseen in the AWP 2023 as well as ICPA (2023-2024) that started in Q2 2023 under a new contribution agreement with Commission's Foreign Policy Instruments (FPI). Eurojust also undertook preparatory activities for the new Impunity Observatory project expected to start in 2024 under a new contribution agreement to be signed with Commission's DG INTPA. Concerning previously ongoing projects and specifically the EuroMed Justice programme, Eurojust supported the closure stage for Phase V of this programme (2020-2023) and the preparatory one for its subsequent Phase VI (2024-2027) for which the contribution agreement was signed in December 2023.

In parallel, Eurojust intensified its efforts to harmonise the approach taken for each project and better embed all of them in the agency's overall organisational structure and legal and financial framework, through for example trainings and on-boarding of new project staff and preparation of new procedures and guidelines. However, the agency's staffing constraints on the one hand and the particularities and different requirements of each project and funding agreement on the other hand have not allowed Eurojust to reach the initially envisaged and ultimately required harmonisation and synergies. This remains an area of particular concern for 2024 and onwards, especially in view of the agency's staffing outlook and MFF constraints.

EuroMed Justice

In 2023, work continued towards the implementation of the EuroMed Justice Strategy 2022-2025 and its two Action Plans on trafficking in human beings/smuggling of migrants and assets recovery, and will continue in next the phase.

In March, EuroMed Justice organised events focused on environmental justice including a conference in Algiers which gave the opportunity for discussions between Eurojust, the Commission and the Algerian authorities, and a joint training session for EU Member States and South Partner Countries (SPC). In October and November, EuroMed Justice facilitated the participation of SPC in the Eurojust Annual Meeting on Migrant Smuggling and in the SIRIUS Project.

EuroMed Justice organised the 17th and 18th CrimEx meetings to prepare the conclusion of EuroMed Justice Phase V and identify the Priorities of EuroMed Justice Phase VI. CrimEx is the coordination mechanism reuniting representatives from the SPC and participating EU Member States and the EuroMed Judicial Network in Criminal Matters. During the meetings, Eurojust delivered a presentation on international agreements and explained its tasks, tools, and functions to the SPC.

³⁶ For KPI progress, refer to the agreements for the funding and implementation of the respective external projects.

³⁷ In accordance with Article 60 of the EJR and Article 7 of the Eurojust FR.

The phase VI of the project was approved by the European Commission. The new four-year phase started in January 2024 and the focus is on more operational support to concrete situations among SPC and between them and EU Member States.

Western Balkans Criminal Justice

Eurojust and the European Commission formally launched the project on 15 May in presence of four Ministers of Justice, one Secretary of State, and four State Prosecutors from the Western Balkan partners and the Swedish Presidency of the Council of the European Union. The aim of the project is to strengthen cooperation within the Western Balkans and between the region and the European Union in the fight against organised crime and terrorism, using modern tools and instruments.

Under its operational component, the project facilitated in March the establishment of the Contact Group of practitioners from the Western Balkans region in charge of the coordination of cross-border cases and organised in total five meetings with the Contact Group. Following these meetings, the project funded three CMs among Western Balkan authorities and one investigative measure within a JIT in the region. Moreover, the project supported the participation of Western Balkan practitioners in seven CMs held in Eurojust cases;

Under its strategic component, the project organised the following activities:

- Webinar on EU Jurisprudence on admissibility of evidence obtained from Sky ECC and EncroChat networks, in cooperation with the EJCN. The webinar aimed at informing Western Balkan practitioners about the latest trends in EU courts regarding the admissibility of evidence obtained from encrypted networks. The initiative was welcomed with a lot of interest and the meeting was attended by over 300 participants from law enforcement agencies and by prosecutors from the Western Balkans and EU Member States, including 120 from the Western Balkan region alone;
- Regional seminar on challenges and opportunities of JITs between EU Member States and Western Balkan Partners. The seminar was organized in cooperation with the JITs Network Secretariat and the Focus Group on Migrant Smuggling. As the first event organised by the project in the region, it was attended by more than 50 participants, prosecutors and law enforcement officers from the Western Balkan six partners. The aim of the seminar was to present the JITs Network Secretariat and its network of JITs experts to the Western Balkan practitioners, as well as the benefits of joining the Focus Group on Migrant Smuggling. The seminar included a part on case-studies, where EU prosecutors presented and analysed successful JITs they had with Western Balkan countries;
- Seminar for Montenegrin practitioners on the project's judicial cooperation tools; and,
- Participation of six prosecutors from the Western Balkan region in the Annual Meeting of the Focus Group on Migrant, as well as the participation of eight practitioners from the Western Balkan at the 61st Plenary Meeting of the EJCN.

The SIRIUS Project

The SIRIUS 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 service providers. Within the project, Eurojust has developed or contributed to the development of the following activities and deliverables:

- Co-organised the 5th SIRIUS Annual Conference, with over 900 participants, including law enforcement and judicial authorities from over 38 countries and 20 representatives of service providers. The programme included discussions on novel legal instruments for obtaining electronic evidence across borders and several workshops for the judiciary;
- Co-organised and hosted the SIRIUS Advisory Board meeting, attended by representatives of the European Commission, CEPOL, the UNODC, the Council of Europe, the EJM, the EJCEN, the EJTEN, the European Cybercrime Training and Education Group, and the European Cybercrime Centre;
- Co-organised a study visit to Japan, and two independent study visits to Greece and Estonia;
- Conducted 32 virtual and/or in-person awareness-raising and training sessions, the majority targeted at representatives of the judiciary and law enforcement authorities in the EU, as well as, authorities from Ukraine (in cooperation with EU Advisory Mission to Ukraine) and the MENA region (in cooperation with the EuroMed Justice programme);
- Developed a webinar on the e-Evidence Regulation and its impact on the cross-border data acquisition process;
- Developed and/or updated 41 service provider specific guidelines;
- Published the 5th edition of the SIRIUS EU Evidence Situation Report;
- Developed and published five factsheets on policy developments and other relevant topics related to cross-border access to electronic evidence; and,
- Updated 54 Country Fiches on the implementation of Articles 18, 32 and 35 of the Budapest Convention on Cybercrime in all EU Member States that are parties to the convention.

In addition, the project updated its [public webpage](#) on Eurojust's website, including the latest information about the project and its activities, and featuring more than 20 publicly available legal and policy reviews related to cross-border access to electronic evidence, previously only available on the restricted SIRIUS platform.

Intellectual Property Crime (IPC) Project

To strengthen the enforcement of intellectual property rights at EU level, Eurojust and the European Union Intellectual Property Office (EUIPO) signed a Service Level Agreement (SLA) in March 2021, aimed at boosting cooperation and ensuring a more coherent and robust response against intellectual property (IP) infringements across the EU. 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. Under the aegis of the Eurojust-EUIPO SLA, the IPC Project implemented the following activities in 2023:

- Co-organised with the EUIPO the annual European IP Prosecutors Network meeting in September;
- Organised a workshop on online piracy for members of the judiciary and law enforcement from EU Member States and affiliated Third Countries, also attended by EUIPO, Europol and the World Intellectual Property Organisation;
- Organised a regional seminar on IP crime investigations and prosecutors for police investigators and prosecutors from the Czech Republic, Estonia, Latvia, Lithuania, Poland and Slovakia;
- Published the 3rd edition of the IP crime case-law of national courts, containing summaries and short analyses of national judgments on IP crime;

- Created an online repository of country fiches, providing access to member state-specific national legislation governing IP crime, national databases to access case-law and legislation and contact information for national institutions mandated to combat IP crime;
- Published a study on generative artificial intelligence;
- Published the “*Copyright Piracy – Assessment of national legislative approaches and court practice regarding online copyright piracy*” annual report;
- Released the 2nd edition of the catalogue of national judicial libraries;
- Published an update of the Digital Services Act factsheet;
- Co-organised with the US Department of Justice, seven online lectures on IP for members of law enforcement and the judiciary, dedicated to the presentation of recent cases, new tools and methods in the fight against IP crime;
- Issued two awareness-raising materials on advertising-funded digital piracy and non-fungible tokens and IP rights;
- Organised two awareness-raising sessions on the IPC project for Eurojust staff; and,
- Provided on-request support and the IP perspective to Eurojust IP crime cases.
- Supported 8 operational actions under the EMPACT Intellectual Property Crime, Counterfeiting of Goods and Currencies sub-priority where it provides legal advice and promote the Eurojust work and tools for operational work in this area.

Furthermore, the project supported several EUIPO-led initiatives, including research and legislative studies and provided input to its Expert Groups on technology, legal matters and international cooperation.

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
Interim result	75
Assessment	On track

Activity 3.1 – Further develop ICT operational capabilities ³⁸

Objective 3.1.1 – Ensure Eurojust's active contribution to the Digitalisation of Justice to improve information exchange and interoperability, primarily through implementing and integrating its new CMS

Following the Digital Criminal Justice Study, several legislative proposals regarding the use of digital tools in the cross-border judicial cooperation were initiated, including that a decentralised IT-system (e-EDES) would become the default channel for communication concerning judicial cooperation instruments under EU law³⁹.

The latest amendment to the Eurojust Regulation⁴⁰, which entered into force on 31 October 2023, reinforces the digital information exchange in terrorism cases through the CTR and Eurojust's capacity to detect links between investigations and prosecutions of terrorism, as well as with other types of serious crime. It foresees the development of a modernised Eurojust Case Management System (CMS), and establishes that the decentralised IT-system would become the default channel for communication between Eurojust and the Member States. The amendment also simplifies the cooperation with third countries by providing an explicit legal basis for the access of Liaison Prosecutors at Eurojust to the CMS.

At the same time, Eurojust's tasks have been evolving at high speed, incorporating new operational functions and resulting in a higher volume of information, including new types of data that requires to be processed at Eurojust, for example related to Ciced, hit / no hit cross-matching with partners, the upcoming handling of ECRIS-TCN requests and data from other EU systems.

In light of these developments, the College approved the launch of the **Eurojust Digital Criminal Justice (DCJ) Programme** in June 2023. The DJC Programme will be the overarching framework for driving the implementation of the digitalisation requirements and related infrastructure (redesign of business processes, new technologies and change management) at Eurojust. The vision of the Programme is to become the engine of the agency's digitalisation to further strengthen operational efficiency and support to the National Desks, facilitated by a modernised CMS and related systems.

³⁸ In accordance with Articles 23, 24, 25 and 80 of the EJR.

³⁹ Proposal for a Regulation on the digitalisation of judicial cooperation and access to justice in cross-border civil, commercial and criminal matters and amending certain acts in the field of judicial cooperation (COM/2021/759).

⁴⁰ Regulation (EU) 2023/2131 of the European Parliament and of the Council of 4 October 2023 amending Regulation (EU) 2018/1727 of the European Parliament and of the Council and Council Decision 2005/671/JHA, as regards digital information exchange in terrorism cases.

A dedicated governance structure with representatives from the College, National Desks, Commission, and Administration has been established, to ensure informed decision making, effective stakeholder involvement and active communication across the organisation. The programme will cover a timespan of several years and consist of several projects to deliver a modernised CMS, related IT infrastructure and business processes and will be implemented in a phased approach to achieve an operational CMS by end of 2025, as a first milestone. The Programme and the new CMS project aims to enable Eurojust to streamline operations, share information, and connect cases to further enhance National Desks support to national authorities in the fight against cross-border crime in collaboration with partners and the third countries.


The First Phase of the new CMS implementation was approved by the College in June 2023. The aim of this project is to establish a firm foundation to understand the new business needs of the agency including business transformation and change management, and technical Implementation of high priority business processes (e.g. CTR and Art 21 notifications) and new and/or improved CMS functions (e.g. link detection, semi-automated entity extraction).

Eurojust provided budgetary and financial management services to the DCJ projects, primarily by supporting the multi-annual planning, implementation and reporting of the differentiated appropriations used for the respective budget line. Among others, it responded to certain delays in the execution of payment appropriations, through firstly the non-automatic carry-over of unused payment appropriations from 2022 to 2023 and subsequently an amending budget to reduce the initially planned 2023 payment appropriations. The high magnitude and complexity of the DCJ projects had, already in 2023, a significant cross-organisational impact on the workload in a number of Eurojust's areas. These resource constraints were magnified due to the fact that, following the budget frontloading in 2021-2022 (EUR 11,9 M) and the completion of its preparatory stages in 2023, the programme and underlying projects continued in full speed in 2023, without though the necessary staffing reinforcements. The frontloading of 11 related temporary staff posts to the 2023 establishment plan, which was approved by the budgetary authority, proved not to be sufficient in this respect, due to the higher actual staffing needs and Eurojust's budgetary constraints in 2023 that caused delays in filling in these 11 new posts.

The new [Regulation establishing the JIT collaboration platform](#) (JCP) entered into force in June 2023. This digital platform aims at supporting the functioning of JITs and will allow for easy and secure exchange of information between JIT partners and temporary storage of operational data and evidence. Deloitte was hired by the Commission to prepare a Business Study and facilitate the consultation process by the end of 2023, as required by the Regulation. To this end, Deloitte suggested creating a Working Group composed of the European Commission, eu-LISA and the JITs Network Secretariat. The Working Group met numerous times throughout 2023 and exchanged views on issues such as the type of support to be provided by the JITs Network Secretariat, the creation of an evaluation module within the Platform, the visibility of specific information, and the integration of already available JIT tools such as the JIT Funding Portal.

Furthermore, an Advisory Group composed of representatives from the EU Member States, the European Commission, and the JITs Network Secretariat was created. The Advisory Group met three times in the course of 2023 and discussed important topics including the type and size of files that can be exchanged, and the functioning of the communication application that will be part of the JCP. A questionnaire was sent to the JIT National Experts and JIT practitioners at the beginning of August, to gather relevant feedback so their needs and requirements could be incorporated in this new tool as much as possible. Substantial input was received from 83 respondents. Deloitte drafted the JCP business study, based on the information collected from the questionnaires and interviews with JIT practitioners, input provided by the JITs Network Secretariat, the Commission, eu-LISA, and the JITs CP Advisory Group. The deliverables for the



business study were finalised by Deloitte and the European Commission on 22 December 2023, enabling eu-LISA to start working on the technical aspects of the JCP in 2024.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of actions planned for 2023 related to the implementation of the new CMS	N/A	(≥) 80	75		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. In particular, Eurojust worked on simplifying the reimbursement process for JITs funding beneficiaries via a new IT tool that will replace the current way that claimants submit their reimbursement claims. The online tool is part of the JITs Portal and accessible also to non-EU countries. The deployment of the first stage of the Claims Module was completed in 2023, and further technical improvements and functionalities will be introduced in 2024.

In addition, Eurojust took the necessary actions to ensure that the current CMS remains fully functional and operational until its replacement.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of ICT operational initiatives implemented in line with the work plan set by governing bodies ⁴¹	100	(≥) 80	80		Quarterly KPI Report
Percentage of time that current CMS is fully operational	100	100	100		Quarterly KPI Report

⁴¹ For ICT operational initiatives not in scope of the DCJ programme/projects and as prioritised by College Board for Casework Related ICT Projects.

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
Interim result	93
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
Interim result	268
Assessment	Target exceeded

Activity 4.1 – Collect, analyse and disseminate best practices and lessons learned from casework⁴²

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

In 2023, Eurojust continued to regularly participate to EU bodies' working parties and expert groups, making in total 279 official contributions. This consistent participation enhanced Eurojust's visibility and its important role of Eurojust in the security of the EU. In addition, Eurojust hosted the informal Coordinating Committee in the area of police and judicial cooperation in criminal matters (CATS) meeting under the Swedish presidency in May, and participated in discussions on the fight against organized crime and the fight against impunity in relation to the war in Ukraine.

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

Judicial Cooperation Instruments Team

The 10th Round of mutual evaluations, evaluated the use of the EIO. During the year, Eurojust participated as an observer in all evaluation visits organised, provided input to the drafting of the country reports and participated to COPEN meetings in Brussels when the reports were presented. Although the EIO is frequently used, the visits which took place so far, have shown that several practical and legal challenges need to be addressed, to further improve its smooth and consistent functioning. These issues are also reflected in Eurojust's casework, and have been further discussed within the organisation. In particular, Eurojust addressed the question whether the rule of speciality applies also in the context of an EIO and also issues in relation to the notion of interception of telecommunications and the conditions to use spontaneously exchanged information as evidence. The final report on the 10th round of mutual evaluations will be published by the Council in 2024.

⁴² In accordance with Articles 5(2) (j) and 68 of the EJR.

Other activities include:

- Preparation of an internal note on the EAW addressing questions on keeping the requested person in detention, following a decision to postpone the actual surrender;
- Preparation of an internal note on the rule of speciality in the context of evidence gathering;
- Publication of the Eurojust Overview of Case Law by the CJEU on the EAW on the Eurojust and EJN websites and as a Council document;
- Publication of the Eurojust Report on Transfer of Proceedings in the EU on the Eurojust website, as well as a Council document. The Report was also presented at a COPEN meeting, an informal CATS meeting and at an expert meeting organised by the Economic and Social Committee;
- Analysis of the legislative proposal on transfer of proceedings and preparation of a briefing note summarizing its main elements, and proposing some observations and comments on the specific elements of the proposal that may raise issues in practice, based on Eurojust's report and operational experience, and that may be submitted to the attention of the co-legislators for their consideration. This briefing note was presented at the COPEN meeting in October;
- Contribution to the 19th Annual Meeting of the JIT National Experts, by chairing the Workshop "*Limitations to a JIT, Specific requirements related to the investigative measures, lessons learnt and best practises*";
- Supporting the Eurojust meeting on Money Laundering and Asset Recovery; and,
- Preparation, together with the Economic Crimes Team, of a contribution at the invitation of the LIBE rapporteur on the proposal on asset recovery and confiscation.

Economic Crime Team

Eurojust organised the first major meeting of high-level experts on Money Laundering and Asset Recovery in June. The meeting brought together dedicated prosecutors from the EU and countries with liaison prosecutors posted at Eurojust, specialized in asset recovery and tackling money laundering, as well as representatives of the European Commission, other EU Agencies and bodies, the Financial Action Task Force, Egmont Group, Interpol, the Camden Asset Recovery Inter-Agency Network, law enforcement agencies, Financial Intelligence Units, and experts in cryptocurrencies. Participants expressed strong support to set up a dedicated Focus Group on Money Laundering and Asset Recovery, organised by Eurojust. The aim of this group would be to increase national and cross-border inter-institutional cooperation between the judiciary, law enforcement and other actors involved in the fight against money laundering and the recovery of criminally gained assets, in order to increase efficiency.

Other activities include:

- Continuation of the participation *Operation Oscar*, which is led by Europol, to target criminal assets owned by individuals and legal entities sanctioned in relation to the Russian invasion of Ukraine. In the context of this operation, Eurojust and Europol exchange strategic and operational information. Eurojust's main role is to provide legal assistance and support Member States where the intervention of judicial authorities is required, as is the case for freezing and confiscation measures;
- Participation in the first EU antifraud in Ukraine meeting in October. Eurojust intervened on topics related to fraud, corruption and irregularities concerning EU funds in Ukraine. Prior to the meeting, the team provided to the Commission a written input on operational cases, main patterns and risks, and Eurojust's recommendations in this area;
- Continuation of the effort to enhance EU-US operational cooperation on environmental crime, accordingly to the conclusions of the EU-US Senior Officials Meetings and the outcome of the 1st EU-US Liaison Meeting on Environmental Crime. In April, Eurojust participated in the 2nd EU-US Liaison Meeting, which was attended also by the US

- Department of Justice, the US Coast Guard Agency, and the European Network of Prosecutors for the Environment (ENPE);
- Hosting of the meeting on *Operation LAKE*, the first EMPACT environmental crime Operational Action meeting at Eurojust. The meeting was an opportunity to promote Eurojust among the participants and to encourage them to request Eurojust's assistance in cases developed within the Operational Action. Eurojust also attended the respective meeting in October, provided input to the draft Operational Action Plan on environmental crime and selected seven Operational Actions where Eurojust would be a participant;
 - Intervention at the European Justice Inspection Network, which is conducting a new European assessment mission on behalf of the European Commission's DG Justice. Eurojust presented the Environmental Crime Report together with recent statistical data on environmental crime cases referred to Eurojust;
 - Holding internal and external consultations with the ENPE, DG JUST and DG ENVI, to assess the possibility to contribute to the ENPE project proposal "*Operation Accountable*". The project aims to support Ukraine in prosecuting environmental crimes arising from the war, in cooperation with other stakeholders, including the European Commission, the US Department of Justice and UA national authorities;
 - Leading the EMPACT report "*Experiences and challenges in identifying, investigating and prosecuting Missing Trader Intra Community fraud involving intangible goods and services*" and the EMPACT Missing Trader Intra Community fraud Operational Action 2.3;
 - Participating in the Operational Actions 8.1 "*Fight against counterfeit currencies in the Western Balkans and Black Sea region*" and 8.2 "*To improve the cooperation between the EU and China in the field of currency counterfeiting*";
 - Hosting for the first time an operational meeting organised by Europol's Analysis Project SOYA, supporting the fight against currency counterfeiting;
 - Supporting the DG ECFIN study on money counterfeiting, by facilitating the researchers' contact with relevant prosecutors/ judicial authorities in selected Member States;
 - Providing feedback on the non-paper "*Ideas for a possible proposal for a Directive on combating corruption by criminal law*", which will inform DG HOME in preparing a proposal for an anti-corruption Directive; and,
 - Organisation of a regional seminar in Tallinn in May, targeting Law Enforcement and the Judiciary in Czechia, Estonia, Latvia, Lithuania, Poland and Slovakia. The seminar was dedicated to discussions and the sharing of best practices in investigations and prosecutions of IP crimes in the region. Presentations included the EUIPO's IP crime investigation handbook, the SIRIUS project, as well as activities and developments within the private sector.

Anti-Trafficking Team

During the year, a Common Anti-Trafficking Plan was adopted at EU level to address the risks of trafficking in human beings (THB) and support victims fleeing the war in Ukraine, drawn up jointly by the 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 THB 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. Other activities include:

- Co-organisation with the Commission the first meeting since 2015 of the THB specialised prosecutors, that led to the establishment of focus group of prosecutors;
- Participation in the bi-weekly meetings of the Joint Liaison Task Force at Europol, enhancing the cooperation between Europol and Eurojust and ensuring the representation of the judicial component in the Task Force;

- Dissemination to the national competent authorities of an information note on the increased risk of human trafficking triggered by the situation in Ukraine, encouraging to exchange information and open investigations on THB when suspicions of exploitation of Ukrainian refugees arise;
- Continuation of the support to the focus group of prosecutors and investigative judges fighting migrant smuggling. For the second time, the group was represented externally by two focus group members at a conference in Sarajevo. In addition, an informal workshop was held in a virtual format discussing challenges in judicial cooperation based on a case study. Quarterly newsletters were sent out and the group provided valuable input to new Eurojust publications on migrant smuggling;
- Launch of a new subgroup on Western Balkans, including some EU Member States bordering the region and nearly all Western Balkan countries, and aiming to create mutual trust, enhance cooperation and enable personal contacts in each participating country; and,
- Written contribution to the evaluation of the Anti-Trafficking Directive.

Victims' Rights Working Group

The working group continued activities aimed at raising awareness of victim rights within the agency. Eurojust was also an active participant in the EU Victims' Rights Platform, and published a leaflet for practitioners aimed at fostering the support to victims' rights in cases supported at Eurojust.

Cybercrime Team

Eurojust enhanced support to the EJCEN, including organisation of two plenary meetings and support to subgroups. In addition, the Cybercrime Judicial Monitor n. 8 was published during the year.

Counter-Terrorism Team

In November 2023, Eurojust held its annual meeting on counter-terrorism. Discussions focused on the amendments to the Eurojust Regulation concerning digital information exchange in terrorism cases and the CTR, victims' rights, including the work of Eurojust in the framework of victims' rights and experience of judicial authorities in mass trials, experience and best practice from recent trials in EU Member States, and addressing the dissemination of terrorist content online. The meeting gathered the national correspondents for Eurojust for terrorism matters, specialised prosecutors from EU Member States and non-EU States, as well as representatives from EU institutions and agencies, and international organisations.

Eurojust contributed to the 2023 EU Terrorism Situation and Trend (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.

Eurojust is a possible partner in the implementation of several actions of the Council of Europe Counter-Terrorism Strategy (2023-2027). Eurojust participated in the plenary meetings of the Committee on Counter-Terrorism and in several working groups of the Council of Europe: on Preparedness and Emergency Response, on Best Practices with Regard to De-radicalisation, Disengagement and Social Reintegration and on the Use of Information Collected in Conflict Zones as Evidence in Criminal Proceedings Related to Terrorist Offences. In addition, Eurojust expressed its interest to join the newly set up Working Group on Guidelines on Strategies for the Prosecution of Violent Extremism Conducive to Terrorism (CDCT-VE) that will start working in 2024.



Following the expression of interest to get further involved in the activities steered by the Commission to combat hate speech and hate crime in December 2022, Eurojust joined the high-level group on combating hate speech and hate crime, and the dedicated EU working groups on reporting and data collection, on hate speech online and on victim support. In 2023, Eurojust presented its work in support of hate crime investigations and prosecutions during several events in the framework of the working groups participated in activities organised by the EU and UN.

Consultative Forum




The Consultative Forum meets regularly, at the invitation of the Prosecutor General or Director of Public Prosecutions of the Member States holding the EU Presidency during the year. In general, one meeting is held each year at Eurojust's premises in The Hague. To better achieve its objectives, the Consultative Forum has decided to function with an informal and flexible dialogue structure. In October, Eurojust hosted the 17th meeting of the Consultative Forum of Prosecutors General and Directors of Public Prosecutions of the Member States of the European Union. The Forum discussed the judicial response to the war in Ukraine, how to enhance the role of prosecutors in EMPACT, challenges in protecting the environment through criminal law and cooperation with non-EU countries.

Retaining Knowledge Project

Significant steps were taken in 2023 to clarify the retaining of knowledge project proceedings and stakeholders roles. Among other initiatives, the project office updated the methodologies used to identify knowledge cases and organised relevant internal workshops. During the year, 206 retaining knowledge cases were identified, and 115 **Case Information Forms** (CIFs) were drafted, to retain best practices and lessons learned from Eurojust cases. The analysis of these CIFs should lead to measurable benefits in the future (e.g. swift identification of issues, increased quality of the Eurojust's reports, etc.). The architecture and the methodologies allowing to identify cases of interest, to allocate them for CIF drafting and to monitor the state of play of the CIFs is now in place. The project will conclude in early 2024, with the drafting of a project's Evaluation Report.

Indicators	2021 result (baseline)	Target	2023 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 ⁴³	79	(≥) 80	100		Annual KPI Report
Number of serviced stakeholders requests for	149	(≥) 150	279		Bi-annual KPI report

⁴³ Including other reports, projects and meetings prioritised by the following College operational working groups related to Counter-Terrorism, Economic Crime, Anti-Trafficking, Cybercrime, Judicial Cooperation Instruments and Victim Rights.

strategic contributions ⁴⁴					
Number of cases for which strategic knowledge is retained	12	(≥) 17	34		Quarterly KPI Report
Number of operational topics on judicial cooperation issues	6	(≥) 8	4	 ⁴⁵	Quarterly KPI Report
Level of satisfaction of Consultative Forum participants on logistical support and content (1-4)	3.75	(≥) 3.75	3.5		Annual 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
2023 result	58 373
Assessment	Target exceeded

Activity 4.2 – Communicate Eurojust’s successes and added-value to stakeholders⁴⁶

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

During 2023, Eurojust increased its visibility amongst judicial practitioners, EU policy makers, and the general public, fostering a richer understanding of Eurojust’s contribution to improving the internal security in the EU and the quality of judicial cooperation. In particular, Eurojust continued sharing operational and strategic information via press releases and events, on social media, in publications, public events and on its website. As in 2022, the attention to the accountability efforts of Eurojust related to the conflict in Ukraine, has raised major interest in the work of the Agency, while having a very positive effect on the interest for Eurojust’s work as a whole.

Media work, which included three streamed press conferences and several other press events, resulted in 26 754 media mentions of Eurojust in press worldwide. Four media outreach events were organised, including two major press conferences/briefings on the JIT into alleged CIC

⁴⁴ Including contributions approved by the College (in different forms such as written contributions, replies to surveys or interviews), support to external projects and studies, contributions to CATS, COSI, COPEN and LIBE, as well as working level contributions to institutional stakeholder requests in line with positions approved by the College.

⁴⁵ KPI was not met due to other factors currently being analysed and/or addressed.

⁴⁶ In accordance with Article 67 and 74 of the EJR.

committed in Ukraine and the launch of ICPA, with over 100 journalists and media teams attending in person or online. Eurojust published 99 press releases, news items and current affairs items. In total, 28 interviews with the President or National Members were handled and Eurojust received over 200 direct requests for information or quotes from media representatives, representing an increase of 180% from the previous year.

With regards to the web presence, Eurojust's website had 489 713 visits, which represented an increase of 11.6% compared to 2022. Eurojust promoted activities on social media to a growing audience: 49 226 followers on LinkedIn, representing an increase by 25%, 14 410 on X (formerly Twitter) equal to an increase of 19% and on YouTube by 201 (30%). The latter trends also translate into positive views and engagement rates per medium. The number of recipients of the Eurojust quarterly newsletter grew by 22% in the course of 2023, with 2 037 subscribers being regularly informed about the developments at Eurojust.

During the year, Eurojust participated in the EU Institutions open day on Europe Day in Brussels, where up to 10 000 visitors were counted. Further to this, Eurojust also opened its doors to the general public as part of the Just Peace Month Open Day in The Hague. Around 230 guests from 46 countries had the opportunity to learn on how criminal justice is served from Eurojust, including a simulation of Eurojust services.

As in previous years, the Annual Report for the year 2023 was produced in paperback, as well as in [digital format](#), offering a variety of further communication opportunities.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Press coverage ⁴⁷	15 409	(≥) 17 000 ⁴⁸	26 754	●	Quarterly web statistics
Number of visits to the Eurojust website	266 043	(≥) 320 000 ⁴⁹	489 713	●	Quarterly web statistics
Number of Eurojust newsletter subscriptions	1 297	(≥) 1 430 ⁵⁰	2 037	●	Quarterly KPI Report
Number of Eurojust LinkedIn followers	27 700	(≥) 32 300 ⁵¹	49 226	●	Quarterly KPI Report
Number of Eurojust X followers	8 640	(≥) 10 000 ⁵²	14 410	●	Quarterly KPI Report

⁴⁷ Including – print, broadcast and online – press reports/articles referring to Eurojust.

⁴⁸ Corresponding to an approximate 5% increase per year.

⁴⁹ Corresponding to an approximate 10% increase per year.

⁵⁰ Corresponding to an approximate 5% increase per year.

⁵¹ Corresponding to an approximate 8% increase per year.

⁵² Corresponding to an approximate 8% increase per year.

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
Interim result	46.9
Assessment	On track

Activity 5.1 – Implement efficiency gains strategy ⁵³

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. In particular, Eurojust implemented additional service requests for the internal Self-Service portal, continued developing the workflow of e-signature for signature of Eurojust documents, and implemented four extranets. In addition, Eurojust conducted the analysis and solution comparison for a new events management system and a new recruitment tool. The implementation of SYSPER continued as planned, and Eurojust continued 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.

Eurojust rolled out the Commission's new accounting, budgetary and financial management system (SUMMA) in January 2022, as one of the three pilot agencies. Eurojust continued supporting DG BUDG in this ambitious endeavour and are working closely with DG BUDG on the resolution of issues and improvement of the system to achieve the desired efficiencies and simplifications. The Agency regularly updated the guides to facilitate efficient and effective use of the system, supported DG BUDG in testing for new releases of the system, and organised regular meetings with all internal financial actors to provide support. As SUMMA is still in the pilot phase, it had the effect of complicating the in-year budget implementation, as well as the budget reporting. The European Commission expects to introduce SUMMA for budget 2025.





Eurojust retained the efficiencies gained during the COVID-19 crisis. In 2023, Eurojust organised 39% of CMs, most staff trainings and all selection procedures online, thus reducing significantly the related financial and human resource costs. In addition, 26% of all CMs took place in hybrid mode.

The 2023 Staff Engagement Survey was launched in May. All staff members (temporary and contract agents) that were employed at least three months before the launch date were included in the survey. The response rate to the survey was very high, at 80%. The overall satisfaction rate was 57%, slightly less than the outcome of the 2021 survey. Work is currently ongoing to establish the action plan as a response to the survey. The action-plan will include a two-folded

⁵³ In accordance with Chapter 7 of the Eurojust FR.

approach, including an all-staff proposal and a management proposal. In its efforts to improve internal communication and information flow, Eurojust continued the publication of its internal weekly newsletter for sharing information with all post holders. Two meetings with all staff also took place.

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

Indicators	2021 result (baseline)	Target	2023 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 CM cost ⁵⁴	3.4	(≤) 5.5	5.8		Quarterly budget dashboard
Percentage of staff satisfaction	58	(≥) 75	57	 ⁵⁵	Annual survey
Percentage of post-holders satisfied with internal communication	47	(≥) 65	45	 ⁵⁶	Annual survey

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
Interim result	100
Assessment	On track

Activity 5.2 – Implement strategy for organisational management and internal control ⁵⁷

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 2024. The assessment concluded that all Internal Control Framework principles

⁵⁴ Single average for all types of meetings (i.e. physical, hybrid, online), in EUR thousands.

⁵⁵ KPI was not met due to other factors currently being analysed and/or addressed.





⁵⁶ KPI was not met due to other factors currently being analysed and/or addressed.

⁵⁷ 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.

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.

In June, Eurojust received the report of the EDPS on its inspection carried out at the Eurojust premises in October 2021, which focused on the processing of operational personal data. The EDPS did not identify any infringements of the applicable data protection regulations⁵⁸, but provided a list of 24 recommendations to be implemented by Eurojust in order to enhance compliance. Eurojust sent two replies to the EDPS in 2023 (12 September and 1 December 2023) outlining the progress made by Eurojust on the recommendations. By the end of 2023, 13 out of 24 recommendations were recorded as complete. The EDPS expressed its satisfaction with the replies of Eurojust so far, and requested that Eurojust continue to regularly report on the outstanding recommendations in 2024.

In July, and as part of the preparatory stage for the 2025 planning cycle, Eurojust adopted its next MAS for the period 2025-2027, by revising the current one for 2022-2024 in order to reflect the most important intervening developments. The agency decided to defer to 2026-2027 a more extensive consultation and thorough revision of its strategic vision and objectives, to be captured under a future MAS for 2028 onwards. This would fit better to the parallel discussions on Eurojust's activities and resources as part of the Eurojust Regulation evaluation and potential follow-up revision and the next MFF preparatory negotiations.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of ICF principles present and functioning	100	100	100		Annual KPI Report
Percentage of AWP activities monitored in terms of their actual costs	0	100	100		Annual KPI Report
Percentage of accepted IAS recommendations implemented within set deadlines	70	(≥) 70	100		Annual KPI Report
Percentage of accepted ECA observations implemented within set deadlines during the reference year	100	100	N/A		Annual KPI Report

⁵⁸ The Eurojust Regulation and Regulation (EU) 2018/1725.

Percentage of European Parliament discharge observations implemented within set deadlines	70	(≥) 70		59	Annual KPI Report
Percentage of actions planned for 2023 to address EDPS recommendations implemented on time	33	(≥) 80	53.7	60	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
Interim 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. During 2023, Eurojust started working together with the consultancy company towards the EMAS certification.

More information regarding the 2023 activities can be found under Annex VII.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Number of environmental	0	(≥) 1	0	61	Yearly KPI Report

⁵⁹ KPI result will only be available in July 2024.

⁶⁰ Eurojust received a high number of recommendations late in 2023, related to complex ICT developments (e.g. CISED).

⁶¹ KPI was not met due to adjusted organisational priorities.

certifications achieved					
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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
Interim result	100
Assessment	On track

Activity 5.4 – Support process for amending the Eurojust Regulation (EJR)⁶²

Objective 5.4.1 – Ensure timely implementation of approved Eurojust Regulation amendments

Eurojust began internal preparations to contribute to the **evaluation of the EJR** expected to be commissioned by the Commission in 2024. In December, the College of Eurojust agreed on a series of provisions and working practices that could benefit from being evaluated. These provisions and working practices, which were identified in consultation with all relevant internal stakeholders, have been shared with the Commission as input to the terms of reference for the external contractor.

On 2 December 2021, the Commission presented a proposal to amend the EJR as regards the digital information exchange in terrorism cases. This proposal was part of a package of legislative initiatives on “*Security and Justice in the Digital World*”. On 14 December 2022, the co-legislators reached a political agreement on the text. Following formal adoption by the European Parliament and the Council, the legislative amendment of the EJR was published in the Official Journal and entered into force on 31 October 2023. In anticipation of the adoption, Eurojust prepared an Action Plan to monitor the implementation of the amendment. In a nutshell, the technical amendments of the EJR are meant to enhance Eurojust’s ability to identify links between terrorism investigations and prosecutions, to establish a modern CMS, to provide a secure digital communication channel between Member States and Eurojust and to facilitate cooperation with third countries.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Percentage of actions planned for 2023 as part of the EJR revision project implemented on time	10	(≥) 80	100		Quarterly KPI report

⁶² In accordance with Article 69 of the EJR.

Horizontal Objective: Provide effective and efficient recurring administrative services

Activity – Provide recurring administrative services⁶³

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 2023. Eurojust achieved 76% of the measurable and relevant 2023 AWP KPIs and made a steady progress towards achieving its multi-annual KPIs.

Throughout 2023, staffing gaps and technical constraints linked to the SUMMA system continued to complicate in-year budget implementation and monitoring. Most notably, they resulted in late payments, with only half of them executed on time (50.1% compared to 47.1% in 2022), and a higher cancellation rate for carried-over appropriations (5.4% compared to 2.1% in 2022). Considering the above constraints, the Agency monitored closely its budgetary needs, (re)prioritised expenditures and eventually implemented the budget in an optimal way and in line with the changing organisational priorities. As a result, Eurojust implemented 99.77% of its final 2023 budget. Part 2.3 of this report and the annexed [2023 Report on Budgetary and Financial Management](#) provide further information on the agency's budgetary performance.









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.

In 2023, two requests for access to administrative personal data and five requests for access to operational personal data, were received.

Indicators	2021 result (baseline)	Target	2023 result	Progress	Source of data
Delay in submission of draft programming document ⁶⁴	10	0	0		Quarterly KPI report
Percentage of budget implementation	99.97	(≥) 95	99.77		Quarterly budget dashboard
Rate of outturn	99.7	(≥) 95	99.78		Annual budget dashboard
Percentage of cancellation of	0.6	(≤) 5	0.5		Annual budget dashboard

⁶³ In accordance with Article 60(4) of the EJR.

⁶⁴ In calendar days.

payment appropriations					
Percentage of payments executed within legal deadlines	86.1	(\geq) 47.1	50.1		Quarterly budget dashboard
Percentage of AWP KPIs achieved	65	(\geq) 79	76		Annual KPI report
Vacancy rate	1	(\leq) 2	1		Annual KPI report
Number of audit findings related to reliability of annual accounts	0	(\leq) 1	0		Annual KPI report
Number of audit findings related to legality and regularity of the transactions underlying the accounts	2	0	0		Annual KPI report
Number of new EDPS recommendations	9	(\leq) 2022 result	33	 ⁶⁵	Annual KPI report
Number of complaints under Article 90(2) of the Staff Regulations	9	(\leq) 2022 result	8		Quarterly KPI report
Percentage of ICT infrastructure components/assets replaced in line with multi-annual technical roadmap	100	100	100		Annual KPI report

⁶⁵ Eurojust received a high number of recommendations late in 2023, related to complex ICT developments (e.g. CISED).

Part II. (a) Management

2.1 Management Board

The College of Eurojust held 25 meetings throughout the year.

Noteworthy decisions adopted were the amended version of the Single Programming Document 2023-2025 to incorporate:

- An increase of EUR 2,46 M in both commitment and payment appropriations needed to cover the expected 2023 shortfall in the temporary staff salaries, due to the impact of high inflation on the statutory annual adjustments, as well as the agency's contractual obligations related to building service expenditures in 2023;
- A further increase of EUR 0,16 M in both commitment and payment appropriations, received on 2 October 2023 as an additional revenue from positive bank interest generated in the period 1 October 2022-30 September 2023 on funds received under external – contribution or service level - agreements and planned to fund certain high-priority ICT infrastructure investments that had been impacted by 2023 budget constraints; and,
- A reduction of EUR 1,1 M in the payment appropriations related to the Digital Criminal Justice programme/projects and JIT grants, due to difficulties in implementing in full the payment appropriations initially available for 2023.

On 16 May 2023, the College adopted rules on the protection of EU classified information, consistent with Council Decision 2013/488/EU, and in order to ensure an equivalent level of protection for such information. These rules apply to all Eurojust post-holders having access to classified information, any communication and information system or media processing classified information, and all premises and installations containing such information.

On 10 October 2023, the College adopted a decision on practical arrangements for Liaison Prosecutors seconded from third states to Eurojust. With the entry into force of Regulation (EU) 2023/2131, the new Article 54a clarifies that Liaison Prosecutors seconded to Eurojust shall be granted access to CMS for the secure exchange of data. For this reason, the College had to repeal the decision already in place and replace it with an amended one laying down the detailed conditions of the Liaison Prosecutors' access to the CMS.

On 10 October 2023, the College adopted an amended decision laying down rules on the secondment of national experts to Eurojust. The engagement of SNEs should allow Eurojust to benefit from the high level of professional knowledge and experience of those experts, particularly in areas where such expertise is not readily available. To enable Eurojust to continue to attract such expertise from the Member States, it is considered desirable to cover the school fees of the European School of The Hague incurred by SNEs seconded to Eurojust for a minimum continuous period of six months.

2.2 Budgetary and financial management

Eurojust's 2023 budget amounted to EUR 52,8 M in Commitment Appropriations (CA) and EUR 57,8 M in Payment Appropriations (PA), as per European Commission's proposal with which both the European Parliament and the Council agreed.

This initial budget was lower than Eurojust's actual needs, reflecting growing human and financial resource gaps, due to respectively the MFF staffing constraints and the high inflation impact. In the course of 2023, the full return of operational work growth to pre-pandemic trends (e.g. coordination and other Eurojust meetings, missions) and the continuation of inflation's

significant and horizontal effect on most agency's budget areas further exacerbated these gaps, especially in respect of financial resources.

On the one hand, the agency mitigated its staffing gaps through assigning negative priorities on certain activities of the 2023 annual work programme, while still using Denmark's financial contribution for funding 16 additional contract staff. On the other hand, the agency mitigated its inflation shortfalls through assessing regularly the budgetary impact of inflationary developments, (re)prioritising as required its planned expenditures and requesting an amending budget request for the high inflation's impact on existing staff salaries and building services.

More specifically, Eurojust reduced its budget shortfalls by taking specific mitigation measures, including deferring infrastructure investments and recruitments of new staff. Subsequently, it managed to cover the residual gaps through an amending budget granted by the European Commission for the inflation impact on staff and building costs (EUR 2,46 M) and the additional revenue received as bank interest on external funds (EUR 0,16 M), and to optimise budget implementation through internal transfers (EUR 3 M but only EUR 2 M net).

At the same time, in consultation with the Commission and through the same amending budget, Eurojust reduced by EUR 1,1 M its PAs for the DCJ programme/projects and JIT grants, due to difficulties in implementing in full the PA initially available for 2023.

This strategy enabled Eurojust to redirect funds to emerging priorities and utilise any eventual surpluses for multi-annual investments (e.g. ICT). In respect of the MAS 2022-2024, this represented overall a redeployment of 2023 financial resources from MAS objectives 1-Casework, 2-Cooperation and 4-Strategic Work to MAS objectives 3-Digitalisation and 5-Organisational Capabilities and Efficiency.

Despite the above constraints and the complications added by SUMMA's technical issues, Eurojust implemented 99.77% of its final budget of EUR 55,4 M⁶⁶, with only EUR 128 K unused, and achieved all budgetary KPIs for the first time in recent years. Therefore, as in prior years, no penalty will apply for the 2025 budget.

Title	Final budget (EUR)	Committed (EUR)	Committed /final budget (%)	Paid (EUR)	Paid/ committed (%)
Title 1	30 142 077	30 133 672	100.0%	29 740 217	98.7%
Title 2	14 299 460	14 269 795	99.8%	12 727 927	89.2%
Title 3	10 949 923	10 860 065	99.2%	8 265 242	76.1%
Title 4 ⁶⁷	0	0	0%	0	0.0%
Total	55 391 460	55 263 532	99.8%	50 733 386	91.8%

More information can be found in the enclosed [2023 Report on the Budgetary and Financial Management](#).

Procurement

An overview of the 2023 procurement activities is presented below:

⁶⁶ Excluding external assigned revenue

⁶⁷ Title 4 covers expenditure related to operational projects based on agreements (external assigned revenue).

Overview of procurement procedures for contracts above EUR 15 K		
Type of procedure applied	Number of contracts signed	Value (EUR)
Open/restricted (including inter-institutional)	22	61 265 525
Low value	0	0
Middle value	2	244 400
Negotiated Point 11 (a-g)/ 12 (a-d) of Annex I of the Financial Regulation	0	0

No contracts above EUR 15 K concluded in 2023 from negotiated procedures referred to in point 11 (a) to (g) and point 12 (a) to (d) of Annex I of the Financial Regulation.

Shared-services

In line with the call for agencies to promote the use of shared services, Eurojust took the lead in the following inter-institutional procurements that were finalised in 2023:

Title	Contractor	Value (EUR)
Personalised conference and promotional items	Europol, EMA	600 000

2.3 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 October 2023, the newly appointed Administrative Director of Eurojust, adopted the AD Decision 2023-65 on delegations of power of budget implementation and the AD Decision 2023-66 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.

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.

2.4 Human resources management⁶⁸

Establishment Plan

In 2023, Eurojust had 232 temporary staff, 18 contract staff, and 24 SNE posts authorised.

⁶⁸ More information on Eurojust's staffing figures can be found in Annex IV.

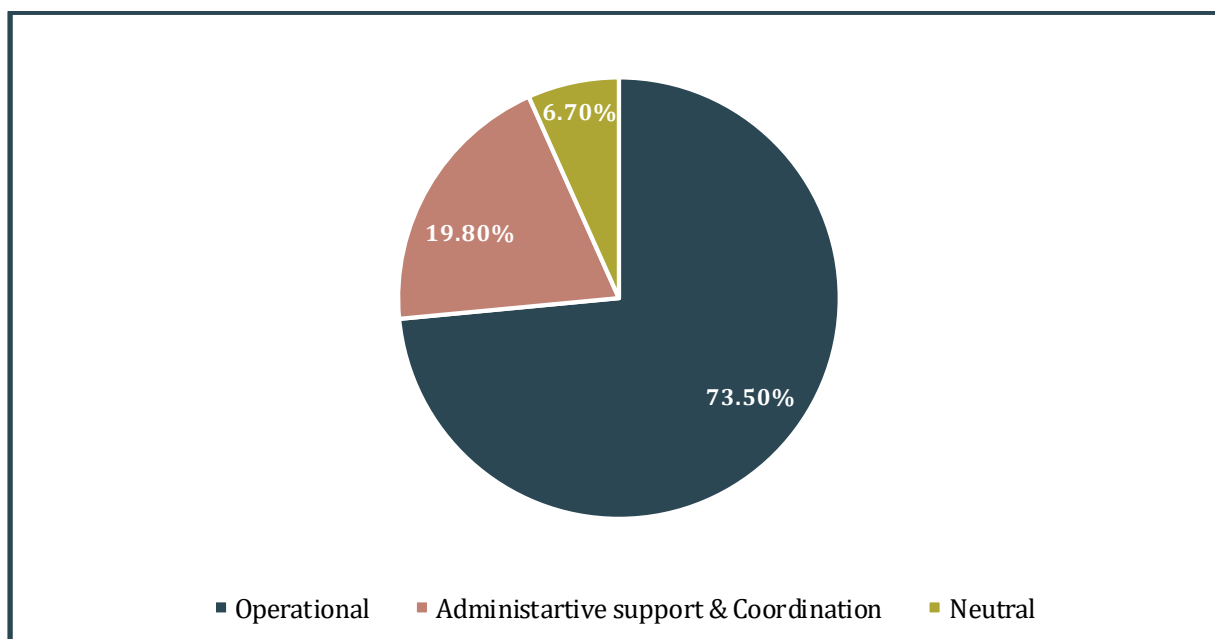
During the year, 45 new staff joined Eurojust (27 temporary and 18 contract staff) and 14 SNEs. At the same time, 27 staff (15 temporary and 12 contract staff) and 11 SNEs left. In accordance with Article 38(2) of the Financial Regulation applicable to Eurojust, four temporary staff appointments have been made to offset the effects of part-time work that was on average 5.1 full-time equivalent (FTE) staff throughout the year.

Vacancy rate

The vacancy rate at year end was 1.3% (216 out of 232 were filled posts and 13 offer letters were sent), well within the maximum 2% target. The average vacancy rate throughout the year was 5.5%, almost five times higher than 2022, due to the recruitment freeze Eurojust had to impose until November, to mitigate the budget gap in staff salaries.

Job Screening

The 10th **job screening exercise** was conducted in January 2023, based on the Commission's methodology. In total, 433 jobs⁶⁹ 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 2023 was launched on 11 January and had a completion rate of 99.15% compared to 99.2% in 2022.

The 2023 Reclassification Exercise was launched on 28 June, following the closure of the Appraisal Exercise. The Exercise was completed by 11 November, and in total, 53 staff were reclassified (27 Administrators (AD), 24 Assistants (AST) and 2 Contract Staff (CA)).

Implementing rules

⁶⁹The 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 2023.

In 2023, Eurojust adopted the Executive Board Decision 2023-03, on working time and hybrid working, based on the Model Decision approved by the Commission for all Agencies. The Decision was communicated to all staff through the organisation of physical and hybrid info-sessions, and via the internal newsletter. Based on the feedback received by staff, and on consultations with the Staff Committee, Eurojust prepared Guidelines indicating criteria, procedures and good practices to achieve the objectives of this Decision.

Human Resources Policies

In December 2022, 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.

Even though the policy was scheduled to be implemented in 2023, there have been considerable delays in the implementation due to turnover in senior management and lack of resources to carry out the exercise. Implementation will be completed in 2024, within the original target, and following the reorganisation of Eurojust's structure.

This policy complements the Code of Conduct⁷⁰, Eurojust's Competency Framework - which defines Eurojust's core values of ethics and integrity - and existing policies such as the Anti-Fraud Strategy⁷¹ and Whistleblowing Guidelines⁷², 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 2023, the male/female staff ratio was 35%/65%, with women occupying 58% 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.

2.5 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.

Online tools

Eurojust uses systematically online tools to conduct its operations with the aim to increase efficiency, cut costs, and reduce its carbon footprint. In particular, during 2023, the Agency organised all its selection procedures and most of its trainings online. In addition, Eurojust is organising hybrid CM whenever possible, taking into account the operational needs of each case.

Activity Based Management (ABM)

Despite staffing and technical constraints, Eurojust further enhanced its Activity Based Budgeting and Costing processes and tools, through:

- Performing preparatory actions and discussions for introducing, as of 2024, a new cross-organisational process for prioritising the agency's activities and resources;

⁷⁰ Decision of the Administrative Director 2017-27 of 1 June 2017 adopting the Eurojust Code of Good Administrative Behaviour.

⁷¹ Executive Board Decision 2020-7 of 15 June 2020 adopting Eurojust's updated antifraud strategy.

⁷² College Decision 2019-2 of 29 January 2019 on Eurojust Guidelines on whistleblowing.

- Further streamlining its annual activity and budget planning, primarily through taking steps to strengthen the link between the AWP and the College Working Group plans;
- Enhancing the agency's cost accounting methodology, through introducing a new ABC approach in SUMMA for monitoring the actual use of financial resources under the agency's annual objectives; 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. Following the successful launch of a pilot in 2022, the tool was rolled out to all staff on 1 January 2023. The uptake of the tool was high among staff, allowing Eurojust to report for the first time on the utilisation of its human resources against planned activities.

In parallel, the Agency's quarterly KPI and budget reporting processes, on the basis of the respective dashboard solutions, have been a key for the effective and timely implementation of the 2023 AWP and budget, especially given the year's initial staffing and budget constraints.

Further improvements in the abovementioned planning activities as well as KPI and budget reporting processes and tools were identified as necessary steps to shift to a more integrated and effective Activity Based Management approach, but have been deferred due to resource constraints.

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 2023 AWP. Setting negative priorities was necessary as the constant increase in Eurojust's workload and activities 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 the area of Human Resources, 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. 2023 activities included the testing and implementation of the Document module. The 2023 appraisal and reclassification exercises were conducted entirely in SYSPER for the first time, optimising the use of available resources and reducing the lead time of the processes. In addition, following the completion of testing of **NDP** ("Numérisation des Dossiers Personnels"), Eurojust has started the digitalisation of personal files, a project that will last for several years and will yield further efficiencies and process automation. During the year, the Agency started exploring the possibilities of replacing its current e-Recruitment tool, with a view to further strengthen the selection process and decrease lead time in filling in vacant posts.

In the area of CM and Events organisation, Eurojust took steps to standardise and automate the processes by successfully transitioning from SharePoint forms to a centralized Remedy system, providing a consistent data repository for all teams. Remedy allows for tracking key metrics relevant to each support team. This data will be used to identify potential bottlenecks and areas for further improvement. In addition, Eurojust worked towards replacing the current events

management tool with a modern one, for further automation benefits and better customer experience.

As a pilot Agency, Eurojust continued supporting the Commission to implement **SUMMA**, by working together with DG BUDG on the resolution of issues, updating user guides and testing new releases. 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.

Strategic Workforce Planning

In 2023, 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 an annual HR Report and Dashboard ensured informed decision making. In addition, work started on a revised staffing strategy, allowing Eurojust to proactively estimate, engage, develop and align its human resources with its evolving needs and strategic objectives.

The introduction of EJ ACT has allowed 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 quarterly and annual reports from EJ ACT 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 performed an initial internal impact assessment of the proposed models of support, and is expecting to conclude its operations with a final proposal in 2024.

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 took the lead in the personalised conference and promotional items inter-institutional procurement that was finalised in 2023.

2.6 Assessment of audit and ex-post evaluation results

2.6.1 Internal Audit Service (IAS)

Eurojust had no *'Critical'* Recommendations open in 2023. At the beginning of 2023, Eurojust had five pending IAS Recommendations, two of them marked as *'Very Important'* and three *'Important'*. The five Recommendations were resulting from three different audits, namely: Cooperation with Europol (3), Limited Review of the Eurojust Legal Framework (1), and Limited Review of the Eurojust internal Control framework (1).

The comprehensive efforts devoted throughout the year to the monitoring of the implementation of internal action plans, external stakeholders' management, and internal coordination amongst involved Units, resulted in Eurojust achieving significant progress on the implementation of these pending Recommendations in 2023. Following the assessment of the information on developments provided by Eurojust, IAS concluded that all five pending Recommendations could be closed before the end of the year.

This successful outcome for the organisation meant that Eurojust had no more pending IAS Recommendations by the end of 2023.

2.6.2 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.

2.6.3 European Court of Auditors (ECA)

At the time of writing of this Report, the ECA audit of the Eurojust accounts 2023 is ongoing. The results of the ECA audit of the Eurojust accounts 2022, as presented in the ECA Annual Report on EU Agencies for the financial year 2022⁷³, are presented below:

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

Opinion

3.24.3. 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 2022, 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

3.24.4. In our opinion, Eurojust's accounts for the year ended 31 December 2022 present fairly, in all material respects, Eurojust's financial position as at 31 December 2022, 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.

⁷³ [ECA Annual Report on EU Agencies for the financial year 2022](#), 26 October 2023.

Emphasis of matter

3.24.5. We draw attention to Note 6.10 to the annual accounts for 2022, which describes the implementation of a new budgetary, accounting and financial system, SUMMA as a pilot for the development of the system for the European Commission. Our opinion is not qualified in respect of this matter.

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 2022 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 2022 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 2020 report on EU agencies (paragraph 3.27.9), we concluded that a framework contract for vehicle leasing with a single economic operator was not appropriate for the nature of the services required. The specific contract awarded as the outcome of the procedure, as well as all the related payments, was therefore irregular. In 2022 Eurojust paid €59 281 under this contract.

Observations on management and control systems

3.24.10. The Commission has decided to replace its central budgetary and accounting system, ABAC, by 1 January 2025, with a new system, named SUMMA. In December 2018, DG BUDG asked Eurojust, alongside two other agencies (CINEA and ERA), to participate in the development of SUMMA as a pilot. From the 2022 financial year, Eurojust has been using SUMMA to manage its budget.

Eurojust did not update its risk management and control strategy to cover risks linked to the implementation of the SUMMA system, which contravenes Article 36(4)(a) of the Financial Regulation. In addition, Eurojust did not update its financial circuits and the ex-ante and ex-post checks strategy to align them to the changes introduced by the SUMMA implementation.

Eurojust's SUMMA user management system is managed by DG BUDG, which is in charge of granting and removing rights of SUMMA users based on the information provided by Eurojust. This process is not yet formally structured, and Eurojust does not specifically check the rights that have been attributed to a user. This constitutes a risk that the user roles in SUMMA may not be correctly assigned and updated, in line with the provisions of Article 36(3)(a) of the Financial Regulation. SUMMA also does not yet feature an adequate user profile for auditors.

Eurojust's reply

3.24.10. The agency did not register SUMMA as a risk for 2022 as it did not intend for the system to go live. This has been correctly rectified for 2023. As SUMMA is still in a pilot phase, the agency did not update its financial circuits and the ex-ante and ex-post checks strategy. When introducing

SUMMA, Eurojust requested access rights based on the ones introduced in ABAC. The user rights were replicated and no other changes were introduced.

Observations on budgetary management

3.24.11. According to its data, in 2022 Eurojust did not comply with the time limits for payments stipulated in Article 116 of the Financial Regulation for 1222 out of the total of 2308 payments (52.9 %). In 720 of all cases (31.5 %), payments were late by more than 30 days. This weakness, which Eurojust attributes to the implementation of SUMMA, exposes Eurojust to financial and reputational risk, and goes against the principle of economy.

Eurojust's reply

3.24.11. The general reason for the increase of late payments in 2022 is that this was a particularly difficult year for the budgetary management in Eurojust. A new budgetary and financial system, SUMMA, was rolled out. The system has been in a pilot phase and there were delays and technical difficulties in processing the transactions. This impacted the training of Eurojust staff and created some challenges on the budgetary management. Despite the increased amount of late payments Eurojust did not pay any late interest.

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

Year	ECA's Observations	Corrective action taken and/or relevant developments	Status of observation (Open/Closed)
2020	In our 2020 report, 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.	Eurojust has not issued any subsequent specific contracts under this framework contract. The contract is due to expire in 2024.	Open

2.7 a Follow up of recommendations and action plans for audits and evaluations

Internal Audit Service (IAS)

See point 2.6.1

Strategic Internal Audit Plan (SIAP) 2022 - 2024 - Annual Risk assessment and update

In Q4 2023, the IAS carried out its annual risk assessment of latest developments in the agency, in order to update its SIAP 2022 - 2024. Eurojust provided the IAS with a comprehensive overview of major internal and external developments in 2023. The exchanges of requested information resulted in IAS updating the SIAP 2022 - 2024, with the Human Resources Management and Ethics audit scheduled to take place in Q1 - Q2 2024. The audits on Stakeholders' Management and External Communication, and the Programme/Project governance and implementation of the CMS redesign programme, have been planned to be carried out in subsequent years, subject to the outcome of the IAS yearly risk assessments.

European Court of Auditors (ECA)

See point 2.6.3.

Eurojust has taken note of the Court's follow-up of previous years' Observation for the financial year 2022, regarding the contract for the leasing of vehicles. Eurojust has not issued any subsequent specific contracts under this framework contract, which is due to expire in 2024.

2.7 b Follow up of recommendations issued following investigations by OLAF

In February 2023, OLAF communicated to Eurojust that it had completed its investigation and transmitted its final report with recommendation pursuant to Article 11 of Regulation (EU, Euratom) No 883/2013. As a result, on the basis of that report and after completion of the steps required in accordance with the applicable legal framework, Eurojust decided to close the case without further action.

2.8 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 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 the established action plans to address previous' years discharge observations. As regards the discharge procedure for the year 2021, Eurojust received 32 comments and observations. The measures foreseen by Eurojust to address them were reflected in the Administrative Director's Report to the Discharge Authority on the Action Plan to address the observations and comments made by the European Parliament in its discharge for the year 2021, submitted to the European Parliament on 29 August 2023.

Eurojust will carry out a mid-term review in Q2 2024 to assess the state of play of implementation of the discharge 2021 corresponding actions. The results will be communicated to the European Parliament, in connection with the discharge 2022 procedure. At the time of writing this report, Eurojust has received the European Parliament's decision and resolution with comments and observations for 2022, adopted in April 2024. The Administrative Director's Report thereto shall be submitted to the European Parliament in Q3 2024.

2.9 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. Steps were taken in 2023, towards the goal of achieving the EMAS certification. More information on Eurojust's environment management can be found in Annex VII.

2.10 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. Internal preparations to contribute to the evaluation started in 2023.

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 framework⁷⁴, was adopted by the Management Board on 10 December 2019⁷⁵. Article 1 of this Decision foresees that the Administrative Director shall adopt the necessary measures to implement the revised Eurojust ICF as of 1 January 2020. In accordance with the ICF Principles 16 and 17 Eurojust has carried out the annual assessment of the implementation of the ICF in 2023.

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:

- 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 2023*;
- 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 2023; 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 2023.

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 2023*, 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.

⁷⁴ Communication to the Commission from Commissioner Oettinger, Revision of the Internal Control Framework C(2017) 2373 final, Brussels 19.4.2017.

⁷⁵ College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust Internal Control Framework.

Assessment of other sources of data

In addition, the Head of the Resources Department has assessed the following sources of data:

Audit Recommendations and Observations

IAS: there were no *Critical* audit recommendations outstanding nor opened during 2023. At the beginning of 2023, Eurojust had five pending recommendations, three of which were deemed '*significantly delayed*'. All actions to implement the five pending recommendations were completed by Eurojust in Q4 2023. Based on the results of their follow-up audit, IAS concluded that the pending recommendations had been adequately and effectively implemented and were therefore closed.

ECA and private external audit firm (Ernst & Young): audits on the reliability of the Eurojust accounts 2022 (ECA/Ernst & Young external auditors), and on the legality and regularity of the underlying transactions (ECA), carried out in 2023, led to three observations raised by ECA. One observation related to SUMMA and one to the late payments in 2022, which was also partly caused by the pilot phase with SUMMA. A third observation was a recurrent one, relating to the framework contract for vehicle leasing, for which the necessary payments thereto are considered irregular up to the time the contract expires, at the end of 2024.

Eurojust has taken note of the Court's observations and put corrective measures in place to address the identified weaknesses. Nonetheless, the Court considered the revenue underlying the accounts of Eurojust for the year ended 31 December 2022 legal and regular in all material respects, and the payments underlying the accounts of Eurojust for the year ended 31 December 2022 legal and regular in all material respects.

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 had been found. In February 2023, OLAF communicated to Eurojust that it had completed its investigation and transmitted its final report. As a result, on the basis of that report, and after completion of the steps required in accordance with the applicable legal framework, Eurojust decided to close the case without further action.

Register of exceptions

The exception decisions are taken on a case-by-case basis and are duly justified prior to their inclusion in the Register. 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 2023, a total of four exceptions were entered into the Register. Three of them concerned security clearance of staff, and one concerned the Staff Regulations. Further, only one minor exception on JITs was included in the Register.

Eurojust Risk Management Register and Risk Management Plan

The Eurojust Risk Management Register 2024 was prepared in Q3 2023, following the individual risk assessment by the operational entities on the basis of their unit objectives. The resulting cross-organisational risks identified in the Eurojust Risk Management Register 2024 are:

- Insufficient resources allocated to Eurojust within the MFF 2021-2027;
- Adequate planning and prioritisation of the scope and objectives of the CISED and the ICPA projects;

- The DCJ programme may not be implemented as foreseen, both in terms of scope and timing, if the following sub-risks would materialise;
- Implementation of the new corporate financial system SUMMA;
- Eurojust CMS limitations for increased data exchange with other JHA agencies and EU bodies; and,
- Cybersecurity risk due to cyber landscape threats and lack of disaster recovery plans.

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.

In 2023, most of the actions under objectives 1, 2 and 3 have become routine activities and ingrained into the regular activities of Eurojust, e.g., publication of declarations of interests of College Members and Administrative Director on the website; communications and raising-awareness activities in various internal platforms like Eurojust weekly; induction training including ethics, integrity and anti-fraud. Furthermore, a mandatory online course for all staff on ethics was launched in Q4 of 2023.

With regard to objective 4, the improvement of policies in the field of Missions, under the Budget, Finance and Planning Unit, was ongoing and is expected to present them to the College in 2024.

Finally, and concerning Objective 5, work was put on hold in light of the anti-fraud risk assessment that would be performed during 2024 with a view to preparing the new anti-fraud strategy for the upcoming period.

Non-compliance events

Based on the overviews and assessments made by the Budget, Finance and planning unit, in 2023 the amount of non-compliance events increased both in absolute numbers and in total value, compared to 2022. There were 71 non-compliance events registered in 2023, whereas in 2022 the amount was equal to 43. The value of non-compliance events in 2023 was a bit higher than 566K, compared to 294K in 2022. The reasons for the high number of non-compliance events mostly relate to issues derived from the implementation of SUMMA, and insufficient resources, which have now been resolved, or are being addressed. Despite the issues encountered during the year, Eurojust did not pay any late interest to suppliers. A considerable decrease of non-compliance events is expected in 2024.

Deficiencies reported by staff

The 2023 Staff Engagement Survey was launched in May 2023. The response rate to the survey was 80%. On 11 April 2024, the Administrative Director presented to all staff the Action Plan, which will have a two-fold approach, including an all staff proposal and a management proposal. Following the all staff event for defining the staff proposal carried out in March 2024, the AD presented the Staff Survey action plan to all staff in April 2024.

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.

3.2 Conclusions of assessment of the internal control systems

Following the assessment of strengths and deficiencies, and of other sources of data mentioned above, the following conclusions can be drawn regarding the implementation of the Eurojust ICF in 2023:

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 partly to the implementation of the new financial system SUMMA, contributing to an increased number of late payments and non-compliance events in 2023.

As regards strengths, for 2023 it should be noted that extensive CMS trainings were provided to all CMS users and that operational reports were delivered periodically and on demand to the National Desks, detailing cases, workload, meetings and JITs. In addition to the absence of critical audit recommendations, Eurojust was able to close the five pending IAS Recommendations before the end of 2023, and the consolidation of the planning process through Eurojust's planning tool.

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. 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.

Therefore, all ICF Components are considered as effective and operating in an integrated manner within the IC framework in 2023. Eurojust can conclude that the ICF Components and Principles are present and functioning, and that the system is overall effective, with some minor improvements needed.

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, 24 May 2024

A handwritten signature in black ink, appearing to read "R. Lenti".

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 findings were highlighted by internal or external auditors;
- No major issues were pointed out by the Authorising Officers by delegation; and
- No critical issues were raised by the Accounting Officer in the annual accounts nor in the validation of systems supplying accounting information.

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 2023.

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, 24 May 2024

A handwritten signature in black ink, appearing to read "Vincent Jamin".

Vincent JAMIN

Administrative Director

Annexes

Annex I. Core business statistics

Overview of cases in 2023 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 2023	No. of countries involved		Ongoing from previous years	New in 2023	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Belgium	126	97	29	225	355	618	95	31	5
Bulgaria	142	130	12	156	205	322	21	6	4
Czech Republic	118	100	18	255	145	246	43	34	3
Germany	899	811	88	902	744	1238	170	56	16
Estonia	53	37	16	86	64	134	27	11	2
Ireland	18	17	1	119	102	213	12	9	1
Greece	312	309	3	739	129	220	11	4	1
Spain	425	373	52	341	572	1000	77	18	5
France	253	146	107	693	1113	1262	161	54	6
Croatia	68	65	3	30	116	169	6	0	0
Italy	602	500	102	645	420	677	101	55	10
Cyprus	99	98	1	149	65	213	8	0	4
Latvia	65	47	18	91	74	172	58	19	2
Lithuania	106	82	24	138	229	360	45	20	3
Luxembourg	13	10	3	72	77	192	10	1	1
Hungary	289	258	31	336	171	323	26	13	1
Malta	22	20	2	75	82	199	7	0	1
Netherlands	133	121	12	306	486	804	102	17	3
Austria	248	221	27	237	225	317	27	10	1
Poland	313	285	28	298	316	592	76	41	3
Portugal	160	150	10	153	177	238	32	7	2
Romania	224	191	33	168	316	358	68	39	3
Slovenia	265	234	31	146	66	115	8	3	2
Slovakia	97	93	4	132	110	220	30	15	1
Finland	75	68	7	101	47	107	24	13	0
Sweden	179	142	37	251	93	217	55	25	4
Denmark	54	47	7	101	56	157	11	11	1
TOTAL	5358	4652	706	6945	*	*	*	*	*

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

Overview of cases in 2023 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 2023	No. of countries involved		Ongoing from previous years	New in 2023	Ongoing from previous years	Coordination meetings	JITs	Action days
		2	3 or more						
Albania	76	74	2	23	40	96	22	22	1
Georgia	30	30	0	11	15	47	4	3	0
Moldova	0	0	0	0	23	37	11	13	0
Montenegro	16	16	0	22	15	38	5	0	1
North Macedonia	14	11	3	15	22	44	5	1	0
Norway	42	33	9	152	35	83	14	13	1
Serbia	32	27	5	59	57	79	23	4	4
Switzerland	85	71	14	97	139	381	45	23	2
Ukraine	21	19	2	50	63	138	52	19	2
United Kingdom	30	24	6	64	245	661	71	29	2
United States	5	1	4	11	54	140	60	0	2
TOTAL	351	306	45	504	*	*	*	*	*

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

Coordination meetings by crime type (2020–2023)

Crime types	Coordination meetings			
	2020	2021	2022	2023
ECONOMIC CRIMES *	165	185	211	221
• Swindling and fraud	91	111	115	128
• Money laundering	101	115	142	136
• Corruption	8	13	14	13
• Crimes against the financial interests of the EU (PIF crimes)	12	16	19	16
DRUG TRAFFICKING	87	107	126	105
TRAFFICKING IN HUMAN BEINGS *	56	46	55	54
• Sexual exploitation	33	24	36	37
• Labour exploitation	15	16	16	16
• Other	12	12	8	5
CYBERCRIME	45	67	42	80
MIGRANT SMUGGLING	21	25	33	31
MOBILE ORGANISED CRIME GROUPS	19	19	25	36
TERRORISM	12	9	21	22
CORE INTERNATIONAL CRIMES	2	6	23	20
ENVIRONMENTAL CRIME	7	11	7	6
INTELLECTUAL PROPERTY CRIME	3	0	2	4

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

The data contained in this table were extracted from Eurojust's CMS on 19 January 2024. Due to the ongoing nature of cases, possible discrepancies with previously reported numbers may exist, and statistics may be updated in the future.

Coordination centres by crime type (2020–2023)

Crime types	Coordination centres / action days			
	2020	2021	2022	2023
ECONOMIC CRIMES *	11	13	10	10
• Swindling and fraud	8	11	6	8
• Money laundering	7	5	7	6
• Corruption	0	0	2	0
• Crimes against the financial interests of the EU (PIF crimes)	2	3	2	1
DRUG TRAFFICKING	4	1	5	7
TRAFFICKING IN HUMAN BEINGS *	2	3	4	0
• Sexual exploitation	0	0	4	0
• Labour exploitation	1	3	0	0
• Other	1	0	0	0
CYBERCRIME	1	5	1	5
MIGRANT SMUGGLING	2	0	4	1
MOBILE ORGANISED CRIME GROUPS	1	1	0	0
TERRORISM	0	0	0	0
CORE INTERNATIONAL CRIMES	0	0	0	0
ENVIRONMENTAL CRIME	0	1	0	1
INTELLECTUAL PROPERTY CRIME	2	0	0	0

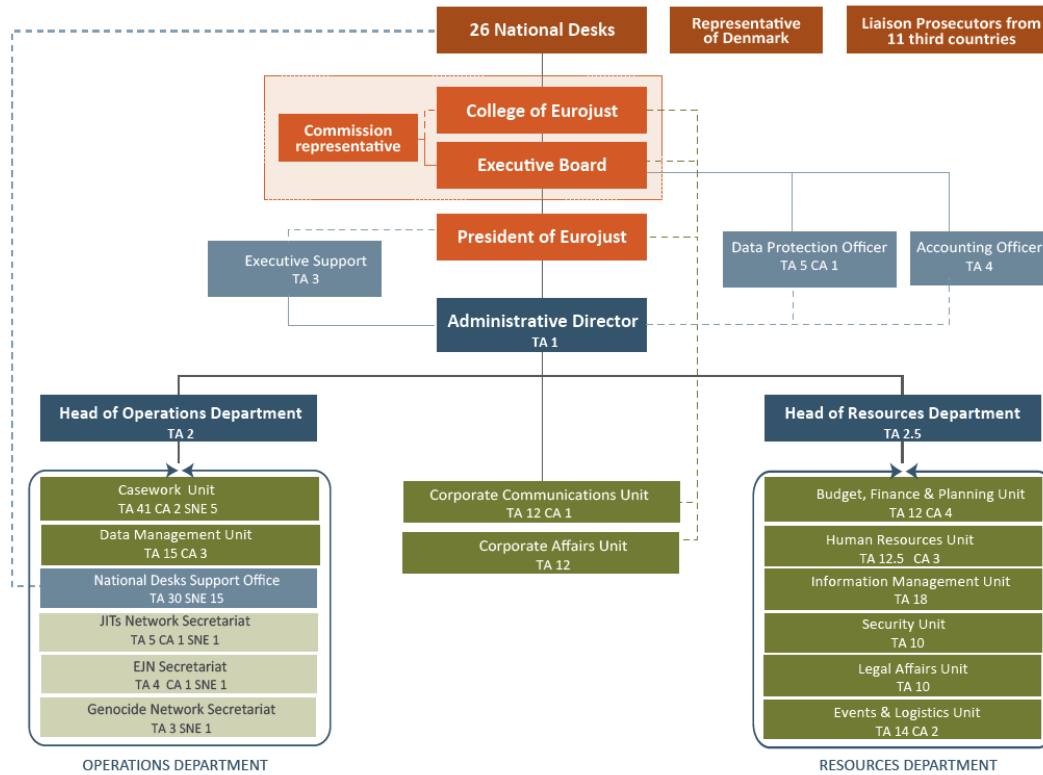
* These crime types cannot be summed up, since more than one sub-category may apply to a single case.

The data contained in this table were extracted from Eurojust's CMS on 19 January 2024. Due to the ongoing nature of cases, possible discrepancies with previously reported numbers may exist, and statistics may be updated in the future.

Annex II. Statistics on financial management

Information on statistics on financial management can be found in the [2023 Report on Budgetary and Financial Management](#).

Annex III. Organisational chart 31.12.2023⁷⁶



⁷⁶ Figures are based on headcount as on 31 December 2023 and include only contract staff recruited using the EU subsidy to Eurojust. They do not include four appointments made under Article 38(2) of the Eurojust FR, four cost-free SNEs and any offers sent by 31 December 2023.

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

a. Eurojust Establishment Plan at 31 December 2023

Category and grade	Establishment plan 2023	Filled at 31.12.2023 ⁷⁷
	TA	TA
AD 16		
AD 15		
AD 14	1	1
AD 13	1	
AD12	2	3
AD 11	7	3
AD 10	14	12
AD 9	23	17
AD 8	24	14
AD 7	26	24
AD 6	4	17
AD 5	23	29
Total AD	125	120
AST 10		
AST 9	1	1
AST8	1	1
AST 7	1	2
AST 6	17	19
AST 5	53	27
AST 4	34	35
AST 3		15
AST 2		9
AST 1		
Total AST	107	109
TOTAL	232	229

Contract Agents	Authorised 2023	Engaged 2023 ⁷⁸
Function Group IV	8	4
Function Group III	4	12
Function Group II	6	2
Function Group I	0	0
TOTAL	18	18

⁷⁷ Figures are based on headcount as on 31 December 2023 and include 13 offers sent. In accordance with Art. 38(2) of the Eurojust Financial Regulation, four appointments have been made to offset the effects of part-time work and specifically the part-time loss of 5.1 FTE on average throughout 2023.

⁷⁸ Figures are based on headcount as on 31 December 2023 and include only contract staff recruited using the EU subsidy to Eurojust.

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 Level 3	TA	AD7	ADMINISTRATIVE SUPPORT/OPERATIONS
Head of Secretariat Level 3	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 results⁷⁹

Job Type (sub) category	2022 (%)	2023 (%)
Administrative support and Coordination	23.7	19.8
Administrative Support	18.4	14.7
Coordination	5.3	5.1
Operational	70.3	73.5
Top Level Operational Coordination	2.8	2.7
Programme Management & Implementation	56	58.6
Evaluation & Impact Assessment	0	0
General operational	11.5	12.2
Neutral	6	6.7
Finance/Control	6	6.7
Linguistics	0	0
Total	100	100

d. Gender representation⁸⁰

Gender	Staff category	Official		Temporary		Contract		Total	
		Number	%	Number	%	Number	%	Number	%
Female	AD - FG IV	0	0	59	43	3	20	62	41
	AST - AST/SC - FG I/II/III	0	0	79	57	12	80	91	59
	Total	0	0	138	64	15	83	153	65
Male	AD - FG IV	0	0	50	64	1	33	51	63
	AST - AST/SC - FG I/II/III	0	0	28	36	2	67	30	37
	Total	0	0	78	36	3	17	81	35
Grand total		0	0	216	100	18	100	234	100

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

Gender	2019		2023	
	Number	%	Number	%
Female	6	46	7	58
Male	7	54	5	42

⁷⁹ Data on 15 December 2023.

⁸⁰ Data on 31 December 2023. The figures do not include the 13 offers send by 31 December 2023.

f. Geographical balance⁸¹

Nationality	Staff in AD and FG IV categories		Staff in AST, AST/SC and Function Group I/II/III categories		Total	
	Number	% of staff in above categories	Number	% of staff in above categories	Number	% of total staff
Austria	1	1	1	1	2	1
Belgium	5	4	4	3	9	4
Bulgaria	2	2	8	7	10	4
Croatia	1	1	2	2	3	1
Cyprus	2	2	0	0	2	1
Czech Republic	3	3	2	2	5	2
Denmark	0	0	1	1	1	0
Estonia	3	3	1	1	4	2
Finland	2	2	7	6	9	4
France	9	8	6	5	15	6
Germany	5	4	5	4	10	4
Greece	8	7	4	3	12	5
Hungary	2	2	3	2	5	2
Ireland	4	4	0	0	4	2
Italy	12	11	9	7	21	9
Latvia	6	5	2	2	8	3
Lithuania	3	3	3	2	6	3
Luxembourg	0	0	0	0	0	0
Malta	0	0	1	1	1	0
Netherlands	12	11	23	19	35	15
Poland	3	3	3	2	6	3
Portugal	2	2	3	2	5	2
Romania	7	6	10	8	17	7
Slovak Republic	1	1	4	3	5	2
Slovenia	2	2	5	4	7	3
Spain	16	14	10	8	26	11
Sweden	2	2	1	1	3	1
United Kingdom	0	0	3	2	3	1
Total	113	100	121	100	234	100

⁸¹ Data on 31 December 2023. The figures do not include 13 offers sent by 31 December 2023.

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

Most represented nationality	2019		2023	
	Number	%	Number	%
Netherlands	37	17	35	15
Spain	20	9	26	11
Italy	20	9	21	9
Romania	20	9	17	7
Total	97	44	99	42

Annex V. Human and financial resources by activity⁸²

The utilisation of human and financial resources per activity in 2023 was as follows:

MAS 2022-2024		AWP 2023									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
1 – Casework	1(a) – Swift and qualitative response to Member States’ requests	1.1 – Provide comprehensive and tailor-made operational and legal expertise to referred cases	1.1.1 – Improve dynamic and quality support to increased referral of complex cross-border crime cases	118.2	96.08	11 587 558	10 604 154	10 899 348	10 214 686	20 818 840	92.6%
	1(b) – Pro-active identification of links and investigation or prosecution gaps	1.2 – Capitalise on new operational data analysis and cross-matching capabilities	1.2.1 – Reinforce Eurojust’s ability to act on its own initiative and where the fight against crime requires prosecution on common bases	6.4	5.17	687 181	88 361	277 968	36 576	124 937	12.9%
	1(c) – Operational cooperation with the networks hosted and supported by Eurojust	1.3 – Further support and develop synergies with practitioners’ networks	1.3.1 – Reinforce operational actions and complementarity with judicial practitioners’ networks	17.2	13.94	1 798 866	1 552 057	1 331 504	1 428 061	2 980 118	95.2%

⁸² The FTE actuals correspond to 93% completion rate of the Eurojust activity recording tool. Further deviations in utilisation of human resources are due to unplanned staff absences (sick leave, part-time work, parental leave, maternity leave etc.) and vacancy rate throughout the year.



MASO 1 – Casework Sub-totals	141.8	115	14 073 605	12 244 572	12 508 820	11 679 323	23 923 895	90%
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MAS 2022-2024		AWP 2023									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
2 – Cooperation	2(a) – Cooperation with JHA partners and OLAF	2.1 – Further develop cooperation with JHA partners, EPPO and OLAF	2.1.1 – Strengthen cooperation with the EPPO, Europol, FRONTEX and OLAF	13.6	11.30	1 487 059	1 369 167	1 026 143	566 753	1 935 920	77.0%
			2.1.2 – Enhance effectiveness in criminal justice cooperation through joint initiatives with JHA and other relevant partners	1.7	1.99	182 035	241 351	129 541	99 905	341 256	109.5%
	2(b) – Cooperation with third countries and international organisations	2.2 – Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations	2.2.1 – Strengthen cooperation with third countries and international organisations	9.4	11.78	1 004 746	1 427 672	707 384	590 971	2 018 642	117.9%
			2.2.2 – Fulfil Eurojust’s new role as ECRIS-TCN contact point for third countries and	1.8	2.16	224 575	261 915	138 275	108 417	370 333	102.1%



			international organisations								
	2(c) - Externally funded projects for operational cooperation	2.3 - Implement externally funded projects for cooperation	2.3.1 - Reinforce operational capabilities and/or cooperation with partners through external funding agreements	4.2	10.66	452 617	1 291 610	320 215	534 649	1 826 259	236.3%
MASO 2 - Cooperation Sub-totals				30.7	37.89	3 351 031	4 591 715	2 321 558	1 900 695	6 492 410	114.5%

MAS 2022-2024			AWP 2023								
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
3 - Digitalisation	3(a) - ICT operational capabilities	3.1 - Further develop ICT operational capabilities	3.1.1 - Ensure Eurojust's active contribution to the Digitalisation of Justice to improve information exchange and interoperability, primarily through implementing and integrating its new CMS	25.3	20.94	3 155 132	2 537 850	2 240 615	1 494 588	4 032 438	74.7%
			3.1.2 - Enhance support to casework and judicial practitioners through existing ICT systems and operational data reporting solutions	8.7	16.95	953 657	2 053 865	1 993 942	2 828 213	4 882 078	165.6%



MASO 3 – Digitalisation Sub-totals				34	37.89	4 108 789	4 591 715	4 234 557	4 322 801	8 914 516	106.8%
4 – Strategic Work	4(a) – Expertise sharing with EU bodies and judicial practitioners	4.1 – Collect analyse and disseminate best practices and lessons learned from casework	4.1.1 – Enhance Eurojust’s institutional knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area	30	26.59	3 247 475	3 222 813	1 774 189	1 765 559	4 988 372	99.3%
	4(b) – Corporate communication and outreach	4.2 – Communicate Eurojust’s successes and added-value to stakeholders	4.2.1 – Effectively and efficiently use communication capabilities to support operational and strategic goals	16.7	11.29	1 786 546	1 368 902	1 638 068	1 363 342	2 732 244	79.8%
MASO 4 – Strategic Work Sub-totals				46.7	37.88	5 034 021	4 591 715	3 412 257	3 128 902	7 720 616	91.4%

MAS 2022-2024		AWP 2023									
MASO	SAA	Annual Activity	Objective of Annual Activity	Planned FTE	Actual FTE	Planned FTE costs	Actual FTE costs	Planned non staff/SNE costs	Actual non staff/SNE costs	Actual total costs	Actual / Planned (%)
5 – Organisational Capabilities & Internal Control	5(a) – Organisational efficiency	5.1 – Implement efficiency gains strategy	5.1.1 – Further improve organisational efficiency and flexibility in meeting operational needs	21.6	23.37	2 528 441	2 831 965	2 242 164	4 243 557	7 075 522	148.3%
	5(b) – Organisational management and internal control	5.2 – Implement strategy for organisational	5.2.1 – Strengthen organisational management and internal control	12.4	13.65	1 480 712	1 654 707	826 571	684 950	2 339 657	101.4%

		management and internal control	enabling the College to focus on its operational tasks								
	5(c) – Environmental management	5.3 – Implement environmental management strategy	5.3.1 – Reduce Eurojust’s carbon footprint and CO2 emissions	0.2	0.06	16 839	7 067	92 544	2 925	9 992	9.1%
	5(d) – Revision of the Eurojust Regulation	5.4 – Support process for amending the Eurojust Regulation and tasks	5.4.1 – Ensure timely implementation of legislative process outcomes affecting Eurojust tasks	0.7	0.81	79 372	97 976	46 177	40 556	138 533	110.3%
MASO 5 – Organisational Capabilities & Efficiency Sub-totals				34.9	37.89	4 105 365	4 591 715	3 207 456	4 971 988	9 563 703	130.8%
Grand total for all MASO				288	253	30 672 812	30 611 431	25 684 648	26 003 709	56 615 140	106.7%

Annex VI. Contribution, grant and service level agreements

	General information					Financial and human resource impact ⁸³				
	Date of signature	Total amount	Duration	Counterpart	Short description	Type of resources	2022		2023	
Contribution agreements										
EuroMed Justice programme	18 March 2020 ⁸⁴	5 000 000	3 years and 9 months	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	PA
							745 732	309 390	1 207 589	750 214
						Contract staff	6.5		6.5	
					SNE	0		0		
SIRIUS project	21 December 2020	1 265 436	3.5 years ⁸⁵	European Commission Service for Foreign Policy Instruments and Europol	The project aims to improve further cross-border access to e-evidence by providing knowledge and tools to EU authorities through covering service providers located in jurisdictions outside the EU.	Amount	CA	PA	CA	PA
							174 286	171 803	368 319	367 885
						Contract staff	4		4	
					SNE	0		0		
WB CRIM JUST project	13 September 2022	6 000 000	4 years ⁸⁶	European Commission – DG NEAR	The project aims to support operational cooperation, including through JITs, among Western	Amount	CA	PA	CA	PA
							125 684	99 077	883 543	605 318

⁸³ Commitments and payments made during the year

⁸⁴ On 19 December 2023, Eurojust and the Commission signed a new contribution agreement for the project's continuation (Phase VI) as of 1 January 2024, foreseeing a total amount of EUR 6 000 000 for the period 2024-2027.

⁸⁵ The project's continuation after 2024 is subject to further consultations with the Commission and Europol.

⁸⁶ The project's continuation after 2026 is subject to further consultations with the Commission

					Balkan countries and between them and EU Member States.	Contract staff	1		5	
						SNE	N/A		0	
ICPA	3 July 2023 ⁸⁷	8 300 000	1.5 years ⁸⁸	European Commission Service for the Foreign Policy Instruments	The centre aims to strengthen the international judicial cooperation efforts to ensure accountability for the crimes of aggression against Ukraine.	Amount	CA	PA	CA	PA
							N/A	N/A	1 239 698	326 359
						Temporary Staff ⁸⁹	N/A		0	
						Contract Staff	N/A		0	
						SNE	N/A		0	
Service-level agreements										
IPC project	10 March 2021	750 000	4 years ⁹⁰	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
							194 620	194 620	252 996	204 608
						Contract staff	2		2	
SNE	0		0							

⁸⁷With retroactive start implementation on 1 June 2023

⁸⁸The ICPA funding continuation and modalities after 2024 are subject to further consultations with the Commission

⁸⁹Due to the particularities and urgency of the situation, the Commission confirmed to include 4 temporary staff under the ICPA contribution agreement and add them in Eurojust's 2024 establishment plan, regardless of their externally funded nature in 2023-2024. Hence, the posts are also include in the 2024 establishment plan.

⁹⁰The project's continuation after 2024 is subject to further consultations with EUIPO.

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.

Following the contract with a new supplier at the end of 2022, Eurojust started work to implement the EMAS certification. In the meanwhile, the Agency took a number of actions to reduce its carbon footprint. In particular:

- Promoting video conferencing and hybrid vs physical meetings also for CMs;
- Green procurements for hotels and car leasing; and,
- Banning of paper cups.

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" electricity⁹¹, earth heating/cooling): 70%
- Nuclear: 0 %
- Thermo (gas): 30%

⁹¹ Electricity consumed is coming from 100% renewable sources: sun, wind and water.

Annex VIII. Final accounts 2023

Enclosed.



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