



EUROJUST

Eurojust Single Programming Document

2026 – 2028

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Foreword



Ever since Eurojust's inception in 2002, the nature of cross-border organised crime has changed in important ways. Criminal networks have become increasingly transnational, often extending well beyond the EU borders, and their operations now nearly always involve a digital component. These shifts present challenges and underscore the need for Eurojust to continuously evolve in its role as a cornerstone of judicial cooperation across Europe.

To meet these demands, Eurojust remains committed to equipping prosecutors and judges with the tools and resources necessary to get justice done. As reflected in Eurojust's Single Programming Document (SPD) 2026-2028, the road ahead promises a number of developments that will further shape us as an organisation in years to come, such as the digital transformation of judicial cooperation and the growing importance of Eurojust's external partnerships.

On the digital front, the European Commission's proposal to digitalise all judicial collaboration tools and to establish the digital channel as the default for cross-border judicial information exchanges mark a crucial shift. The introduction of JUDEX enables Member States to securely and traceably involve Eurojust in the communication of information related to European Investigation Orders (EIO), Mutual Legal Assistance (MLA) proceedings, and other judicial cooperation instruments. This digital transformation will not only improve the speed and reliability of these processes, but will also strengthen Eurojust's capacity to support national authorities in addressing complex, multi-jurisdictional cases.

Equally vital is the expansion of Eurojust's external dimension. In collaboration with the European Commission, Eurojust will work to further implement its 2024–2027 Strategy on Cooperation with International Partners. This strategy seeks to deepen ties with selected countries and international organisations beyond the EU, ensuring that just like crime itself justice knows no borders.

Looking ahead, Eurojust's ability to adapt to these evolving dynamics will define our collective success in combating organised crime. By embracing the digital transformation and cultivating robust international partnerships and provided that that our agency will have adequate financial and human resources at its disposal, Eurojust will remain at the heart of criminal justice cooperation, safeguarding the rule of law and delivering justice in an ever-changing world.

Eurojust Presidency Team





List of Acronyms

ABB	Activity Based Budgeting	e-CODEX	e-Justice Communication via On-line Data Exchange
ABC	Activity Based Costing	EAW	European Arrest Warrant
ABM	Activity Based Management	ECA	European Court of Auditors
AI	Artificial Intelligence	ECRIS-TCN	European Criminal Records Information System
Ameripol	Police Community of the Americas	EDA	European Defence Agency
AMLA	Anti-Money Laundering/Countering the Financing of Terrorism Authority	EDPS	European Data Protection Supervisor
AWP	Annual Work Programme	EEAS	European External Action Service
CA	Contract Agent (staff)	EIO	European Investigation Order
CAAR	Consolidated Annual Activity Report	EIPPN	European Intellectual Property Prosecutors Network
CATS	Coordinating Committee in the area of police and judicial cooperation in criminal matters	EJCN	European Judicial Cybercrime Network
CC	Coordination Centre	EJOCN	European Judicial Organised Crime Network
CEPOL	European Union Agency for Law Enforcement Training	EJN	European Judicial Network
CIC	Core International Crime	EJR	Eurojust Regulation
CICED	CIC Evidence Database	EJTN	European Judicial Training Network
CM	Coordination Meeting	EL PACCTO	Europe Latin America Programme of Assistance against Transnational Organised Crime
CMS	Case Management System	EMAS	EU Eco-Management and Audit Scheme
COPEN	Working Party on Cooperation in Criminal Matters	EMPACT	European Multidisciplinary Platform against Criminal Threats
COSI	Standing Committee on Operational Cooperation on Internal Security	ENPE	European Network of Prosecutors for the Environment
CT JUST	Criminal Justice Response to Terrorism	EPPO	European Public Prosecutor's Office
CTR	Counter-Terrorism Register	ERA	European Union Agency for Railways
DCJ	Digital Criminal Justice	EU	European Union
DG ENEST	Directorate-General for Enlargement and the Eastern Neighbourhood	EU-ACT	EU Action Against Organised Crime and Terrorism
DG INTPA	Directorate-General for European International Partnerships	EUDA	EU Drugs Agency
DG MENA	Directorate-General for the Middle East, North Africa and the Gulf	eu-LISA	EU Agency for Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
DG NEAR	Directorate-General for European Neighbourhood Policy and Enlargement Negotiations	EUCI	European Union Classified Information
DoJ	Digitalisation of Justice	EUIPO	EU Intellectual Property Office
DP	Data Protection		



EuroMed Justice	Euro-Mediterranean cooperation in Justice (project)	JUDEX	Justice Digital Exchange System
Europol	EU Law Enforcement Agency	KPI	Key Performance Indicator
FFR	EU Framework Financial Regulation	LFS	Legislative Financial Statement
FR	Financial Regulation	LIBE	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
FRA	EU Agency for Fundamental Rights	LP	Liaison Prosecutor
Frontex	European Border and Coast Guard Agency	MAS	Multi-Annual Strategy
FTE	Full Time Equivalent	MASO	Multi-annual Strategic Objective
GEN	Genocide Prosecution network secretariat	MFF	Multi-annual Financial Framework
GLACY+	Global Action on Cybercrime Extended	MLA	Mutual Legal Assistance
IAS	Internal Audit Service	NDA	National Desk Assistant/s
ICC	International Criminal Court	OLAF	EU Anti-Fraud Office
ICF	Internal Control Framework	OS	Operational Statistics
ICPA	International Centre for the Prosecution of the Crime of Aggression	OSCE	Organization for Security and Co-operation in Europe
ICS	Internal Control Strategy	PIF	Protection of the EU Financial Interests
Interpol	International Criminal Police Organisation	SAA	Strategic Action Area
ICT	Information and Communication Technology	SIS	Schengen Information System
IIIM	International, Impartial and Independent Mechanism	SNE	Seconded National Expert
IMP	National Authorities Against Impunity (project)	SIRIUS	Scientific Information Retrieval Integrated Utilisation System
IPC	Intellectual Property Crime	SPD	Single Programming Document
JHA	Justice and Home Affairs	TA	Temporary Agent (staff)
JIT	Joint Investigation Team (network secretariat)	THB	Trafficking of Human Beings
JIT CP	JIT Collaboration Platform	UNODC	United Nations Office on Drugs and Crime
		WB CRIM JUST	Western Balkans Criminal Justice (project)

The SPD 2026-2028 is prepared in English and then translated into all EU official languages. All versions are considered to be equally authentic. In the event of any discrepancy, the English version shall prevail.

This SPD presents Eurojust's Operational Statistics (OS) based on data extracted in January 2025 from its Case Management System (CMS). Due to the cases' dynamic nature, these statistics reflect the data of that moment and are subject to change. Furthermore, it presents the 2024 financial results as extracted in January 2025 from European Commission's financial management and accounting system (SUMMA).



Mission Statement

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

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

The Multi-Annual Strategy (MAS) 2025-2027 articulates Eurojust's mission and vision as follows.



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.



"Eurojust embodies the spirit of unity and determination needed to combat transnational crime and uphold justice across borders."

Michael McGrath, European Commissioner for Democracy, Justice, the Rule of Law and Consumer Protection



Section I – General Context 2026-2028

Political context

Eurojust will support the setting and implementation of the EU political and strategic priorities in the area of criminal justice cooperation, as set by the European Commission, Parliament and Council, as well as by an ever-growing set of judicial practitioner networks. The agency will actively contribute to the main EU strategic initiatives in the JHA area¹ and the activities of COPEN, COSI and CATS, representing the judicial cooperation element of the new EMPACT cycle starting in 2026. Additionally, Eurojust will support the European Commission in its initiative to review the EU Anti-Fraud Architecture, so as to strengthen anti-fraud efforts across the EU. In line with any future EJR revisions and other legislative developments, Eurojust will also need to establish new forms of cooperation and improve information sharing with – current or new² – JHA partners.

Furthermore, with globalisation increasingly affecting crime trends, the agency will implement, in consultation with the Commission, its multi-annual cooperation strategy with third countries and international organisations. In line with new EU international agreements with third countries, it expects to establish a systematic secure exchange of personal data with new entities and increase its number of Liaison Prosecutors (LPs). At the same time, geopolitical developments and armed conflicts will keep affecting the agency at operational and strategic levels. Eurojust will continue to support Core International Crime (CIC) cases through the CIC Evidence Database (CICED), dedicated Joint Investigation Teams (JITs) and enhanced cooperation with third parties such as the ICC and the International Centre for the Prosecution of the crime of Aggression (ICPA).

Legal context

Capitalising on its casework experience, Eurojust will continue to support practitioners in the practical use of available judicial cooperation and coordination tools³ and in the application of the latest EU initiatives in criminal justice cooperation⁴, for instance through non-binding guidelines and reports. The related activities will always be in line with the applicable European Court of Justice case law, as well as Data Protection (DP) rules⁵ and EDPS recommendations. The lessons learned from its cases will also inform Eurojust's feedback to policy makers in relation to recurring judicial cooperation issues⁶.

Furthermore, Eurojust will keep playing an increasingly proactive role in the cooperation between national authorities, through implementing – as per its strategic action plan – the EJR provision to carry out its tasks both upon national authorities' or the EPPO's request and on its own initiative. At the same time, the gradual implementation of the Commission legislative initiatives⁷ that followed its Digitalisation of Justice (DoJ) Communication⁸ will keep affecting Eurojust's tasks and workload. The agency expects the latter to be impacted – even more significantly – by a new legislative process to revise the EJR, as follow up to the Commission EJR evaluation.

¹ Such as the EU Internal Security Strategy (ProtectEU), presented by the Commission in April 2025

² Such as the AMLA and the EU customs authority

³ For instance, concerning EIOs, EAWs, JITs, freezing and confiscation orders

⁴ For instance, concerning e-evidence, transfer of proceedings, confiscation and mutual recognition

⁵ Including the EJR, Regulation 2018/1725 and Eurojust's DP Rules

⁶ For instance, data retention regimes, organised crime definitions and other areas, where differences in the national legislations may pose judicial cooperation challenges.

⁷ In particular, COM/2021/756 Final (henceforth, referred to as "JIT CP LFS"), COM/2021/757 Final (henceforth, referred to as "CTR LFS") and COM/2021/759 Final

⁸ COM/2020/710 Final



Technological context

Information, data and evidence sharing between Member States' judicial authorities is crucial for effectively investigating cross-border criminal cases. In line with the JHA legislative and digitalisation developments, Eurojust will seek to enhance its data management services and communication channels, for enabling a more effective, structured and secure exchange, analysis and cross matching of information from different partners and systems⁹.

Through iterative enhancements, Eurojust's new CMS will play an increasingly pivotal role in this digitalisation journey and data ecosystem, while its JIT tools will remain compatible with the JIT Collaboration Platform (JIT CP). In parallel, it will keep digitalising its administrative processes and upgrading its digital infrastructure, in order to optimise operational efficiency. The agency will also closely monitor any EU initiatives concerning Artificial Intelligence (AI) tools for judicial and administrative processes.

These digitalisation initiatives will enable Eurojust to modernise its operations and working methods, capitalise on all operational possibilities and so reinforce its operational added-value and impact. However, the growing system complexity and volume of data managed will also increase the risk of cyber-attacks, thus demanding a strategic response to protect operational data and safeguard business continuity. In this context, Eurojust will keep adapting its processes and systems to comply with the newest cyber and information security regulations and practices.

Economic context

The EU MFF will continue to limit Eurojust's capacity and flexibility to implement its strategic priorities and accommodate its new tasks and existing workload growth in a growingly challenging JHA landscape. This is particularly in view of the current MFF staffing constraints, affecting also the agency's operational areas and national desks' capacity, and budgetary shortfalls for fully covering the inflationary pressure on the agency's contractual obligations and other capital investments in the physical and digital infrastructure to ensure business continuity.

In parallel, Eurojust will continue to host a high number of externally funded projects under grant, contribution or service level agreements. Whilst reinforcing judicial expertise and networking and stimulating casework growth, these projects will keep having a major administrative overhead. Additionally, the uncertainty related to the contribution received from Denmark and the funding of the ICPA project further constrains the agency's activity and resource planning capacities.

Eurojust expects to alleviate these resource gaps through well-justified annual budget requests in excess of the current MFF and the reinforcements from the ongoing legislative initiatives. Most importantly, it anticipates that the EJRC evaluation will lead to a revision of the regulation and resource reinforcements to better reflect actual needs and set a realistic baseline for the next MFF.

Social and Environmental context

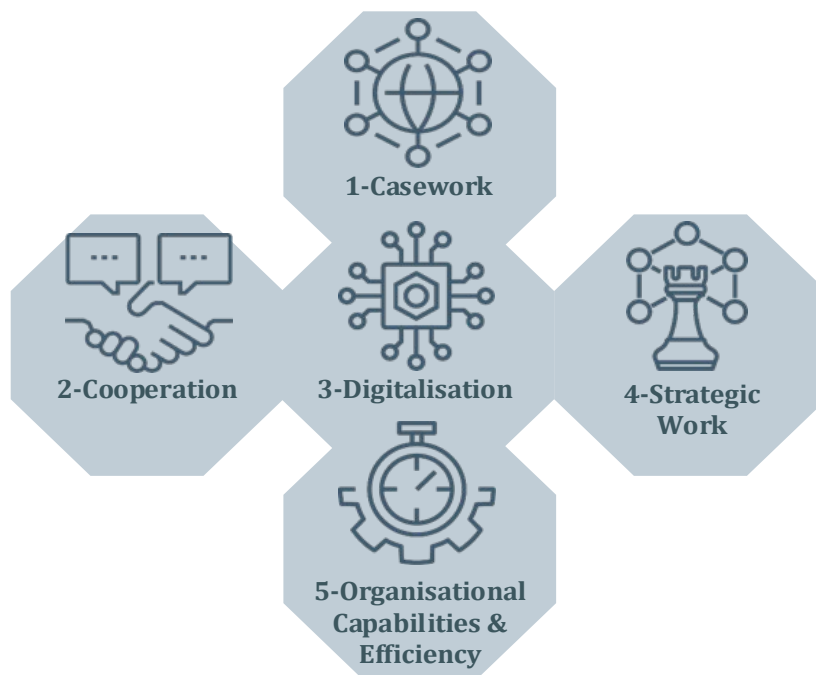
In an ever-changing JHA landscape, Eurojust will play a key role in providing an effective judicial response – at both operational and strategic levels – to the crime trends across the EU, with an increased focus on serious and organised crime, and thereby assuring justice for EU citizens. At the same time, the agency will support the EU Green Deal through its environmental management strategy and actions, as well as its casework and strategic contributions to EU developments in the field of environmental crime.

⁹ E.g. Article 21 notifications, CISED, Counter Terrorism Register (CTR), e-CODEX, ECRIS-TCN, "hit/no-hit" and JUDEX

Section II – Multi-Annual Work Programme 2026-2028

1. Multi-Annual Work Programme

In 2023, Eurojust adopted its MAS for the period 2025-2027, including five (5) Multi-Annual Strategic Objectives (MASOs) to cover a number of Strategic Action Areas (SAAs). In 2026, the agency will prepare its next MAS for the period after 2028 in alignment with the Eurojust Vision 2035, a new strategic initiative initiated in 2025.



Eurojust will assess the achievement of each MASO through monitoring and reporting on annual basis the progress of specific KPIs per SAA.

Table 1 – Eurojust Strategic Action Areas and KPIs 2025-2027 ¹⁰

SAA	Indicator	Baseline	Target
1(a) – Swift and qualitative response to Member States’ requests for support	Satisfaction level of the Eurojust support to coordination meetings	3.5	≥ 15%
	Number of JITs receiving operational support	269	≥ 15%
1(b) – Ability to act on own initiative and where prosecution on common bases is required	Number of cases opened on own initiative	10	≥ 10
1(c) – Operational cooperation with the networks hosted and supported by Eurojust	Number of Eurojust-Networks joint products	14	≥ 110%

¹⁰ The baseline and target refer to the average per annum in the periods 2019-2023 and 2025-2027 respectively.



2(a) – Cooperation with JHA partners	Number of cases involving EPPO, Europol, Frontex and OLAF	58	≥ 150%
2(b) – Cooperation with third countries and international organisations	Number of cases involving third countries and international organisations	1 072	≥ 15%
2(c) – Externally funded projects for operational cooperation	<i>Refer to the agreements for the funding and implementation of the respective external projects</i>		
3(a) – ICT operational and cybersecurity capabilities	Percentage of actions timely implemented as per the Digital Criminal Justice programme plan	70%	≥ 80%
4(a) – Expertise sharing with EU bodies and judicial practitioners	Percentage of prioritised products on judicial cooperation instruments and priority crime areas delivered	81%	≥ 85%
	Number of serviced stakeholder requests for strategic contributions	200	≥ 110%
4(b) – Corporate communication and outreach	Press coverage ¹¹	25 185	≥ 110%
5(a) – Organisational efficiency	Ratio of new and existing cases over the number of staff and SNE	41.3	≥ 15%
5(b) – Organisational management and internal control	Percentage of ICF principles present and functioning	100%	100%
5(c) – Environmental impact	Number of environmental certifications acquired and maintained	0	1
5(d) – Evaluation and revision of the Eurojust Regulation	Percentage of actions timely implemented as per the action plan of the revised Eurojust Regulation	100%	100%
	Percentage of timely contributions to the Eurojust Regulation evaluation process	100%	100%

2. Human and Financial Resources Outlook

2.1. Overview of Past and Current Situation

The initial MFF 2021-2027 programming reflected EU institutions' consensus to reinforce Eurojust's budget envelope, yet not its establishment plan. This budget reinforcement did not take into account the resource impact of the EJR that had entered into force in 2019 without a thorough impact assessment and accompanying LFS and did not come together with any additional human



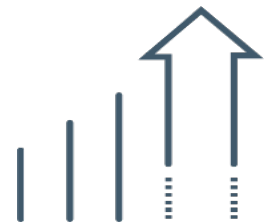
¹¹ Including – print, broadcast and online – press reports/articles referring to Eurojust

resources. What is more, since 2022, the inflationary crisis that followed the war in Ukraine has imposed significant constraints on the agency's budget envelope as well.

Eurojust has endeavoured to address these MFF constraints and accommodate the unprecedented operational work growth, by using its financial and human resources more efficiently and effectively. The agency's multi-annual efficiency gains strategy, which Section II-2.4 presents as revised for the programming period 2026-2028, has been pivotal for this. As a starting point and basis for its efficiency initiatives, Eurojust has regularly conducted zero-based reviews of its financial and human resource needs, also taking account their importance and relevance for the agency's strategic objectives. These reviews have highlighted that, despite the continuous efficiency efforts, the current level of resources is not able to absorb new tasks and the expected growth in existing tasks during the MFF period.

Consequently, through the regular annual planning cycle and/or subsequent amending budget processes, Eurojust has inevitably requested from the Commission increases in its financial and human resources in excess of the initial MFF programming while still applying negative priorities to remain within the budget and establishment plan limits eventually approved by the budgetary authority. In recognition of these constraints, in 2021-2025 the Commission and the budgetary authority already approved a total deviation of EUR 51.4 M from the initial MFF programming through voted or amending budgets, including 46 additional staff/SNE.

Notwithstanding these reinforcements, the agency has found it increasingly difficult to meet its increasing operational and resource challenges. With its caseload ratio of staff/SNEs¹² increasing to 46.1% in the period 2020-2024, Eurojust has effectively reached the limits of efficiency gains and any further gains across the organisation could only compensate for minor workload increases and temporary absences of staff. At the same time, for the past 3 years, the agency was only able to absorb the high inflation impact on its main statutory and contractual obligations, through amending budgets and deferring a number of important infrastructure investments to subsequent years.



As a result, recent years' SPDs indicated significant residual resource gaps and a number of corresponding negative priorities. Only through a major reinforcement of its workforce and budget envelope, will Eurojust be able to accommodate the increasing volume and complexity of its new and/or existing tasks as elaborated in Section II-2.2.

2.2. Workload Outlook

2.2.1. New Tasks

New tasks accompanied by legislative financial statements

In 2026-2027, Eurojust expects to receive the remaining part of the resource reinforcements for the new tasks entrusted by the co-legislator to the agency in 2023, as follow-up to Commission legislative proposals and accompanied financial statements.

Particularly stemming from Commission's DoJ Communication, these legislative initiatives with direct impact on Eurojust's tasks and resources entered into force in 2023 and involved certain EJR amendments for the digital information exchange in cross-border terrorism cases¹³ and the

¹² Yearly, the total number of new and existing cases referred to Eurojust over the total number of staff and SNE

¹³ Regulation (EU) 2023/2131, following Commission's CTR LFS (COM/2021/757 Final)

establishment of the new JIT CP¹⁴. These initiatives undoubtedly strengthen the agency's pivotal role in supporting the judicial coordination in the fight against cross-border organised crime. However, considering latest workload trends and developments, Eurojust considers the provided resources as insufficient to implement in full the related tasks.

On the one hand, these EJR amendments enable Eurojust to identify more efficiently links between cross-border terrorism cases, to provide proactive feedback and support to Member States' competent authorities and to render the data exchange between Member States, Eurojust and third countries more efficient and secure.

To this end, they require certain technical and procedural measures, such as for Eurojust to:

- Implement a new modern CMS, able to integrate the CTR and its functionalities, especially link identification, and to connect with other EU information systems;
- Exchange operational data with competent authorities in a structured, secure and efficient manner through digital communication channel(s) provided by the Commission; and
- Provide third country LPs access to its CMS, under an improved and clarified legal basis.



By addressing the need for a more extended, flexible and secure data processing environment established and managed by Eurojust, this EJR revision will also indirectly impact and facilitate other existing tasks of the agency such as, for instance, the data exchange with other JHA partners, the "hit/no-hit" systems and the EJR own initiative operational possibilities.

On the other hand, the JIT CP Regulation sets certain requirements for Eurojust's contribution to the platform's operation. In particular, at the request of and in agreement with the JIT leaders, Eurojust will provide technical and administrative support, including access management and legal and analytical support in relation to data shared with the Eurojust National Members, in their capacity as JIT participants.

New tasks not accompanied by legislative financial statements

At the same time, Eurojust is also required to implement a number of other new tasks that have not involved any prior impact assessment and any resource reinforcement. More specifically:

- Eurojust needs to fulfil its role as ECRIS-TCN contact point for requests of third countries and international organisations who wish to identify in which Member State a third country national may have been convicted. This legal obligation stems from the ECRIS-TCN regulation¹⁵ and brings new – institutional, operational and technical – requirements for the agency.
- Eurojust needs to undertake a number of measures for implementing the organisational, policy and technical requirements stemming from the new cybersecurity and information security regulations¹⁶.
- The EU Council Conclusions of 25 November 2022¹⁷ request Eurojust to reinforce its support to the European Judicial Cybercrime Network (EJCN), through establishing a

¹⁴ Regulation (EU) 2023/969, following Commission's JIT CP LFS (COM/2021/756 Final)

¹⁵ Regulation (EU) 2019/816

¹⁶ Respectively Regulation (EU) 2023/2841, following Commission's cybersecurity regulation proposal (COM/2022/122 Final), and Commission's information security regulation proposal (COM/2022/119 Final)

¹⁷ 15003/2022



dedicated new secretariat that will ensure that this operationally autonomous network can continue and develop its expertise and work further.

In the absence of any reinforcements despite Eurojust’s resource requests for 2024-2026, the agency has temporarily assigned negative priorities to these areas in its respective Annual Work Programmes (AWPs).

2.2.2. Growth of Existing Tasks

The entry into force of the EJR in December 2019 strengthened and broadened Eurojust’s operational competencies. In line with an internal strategy adopted in 2022, Eurojust has started implementing an action plan to improve its capability to provide support on its own initiative or at the request of the EPPO, particularly through enhanced data analysis.



Notwithstanding this, Eurojust has historically been a demand-driven agency acting upon the request of the Member States’ competent authorities, with its main operational workload drivers surpassing projections over the years. Given a total growth by 66% and an annual average growth by 11% in 2019-2024, for its registered cases to increase at an average 8% per annum in 2025-2028.

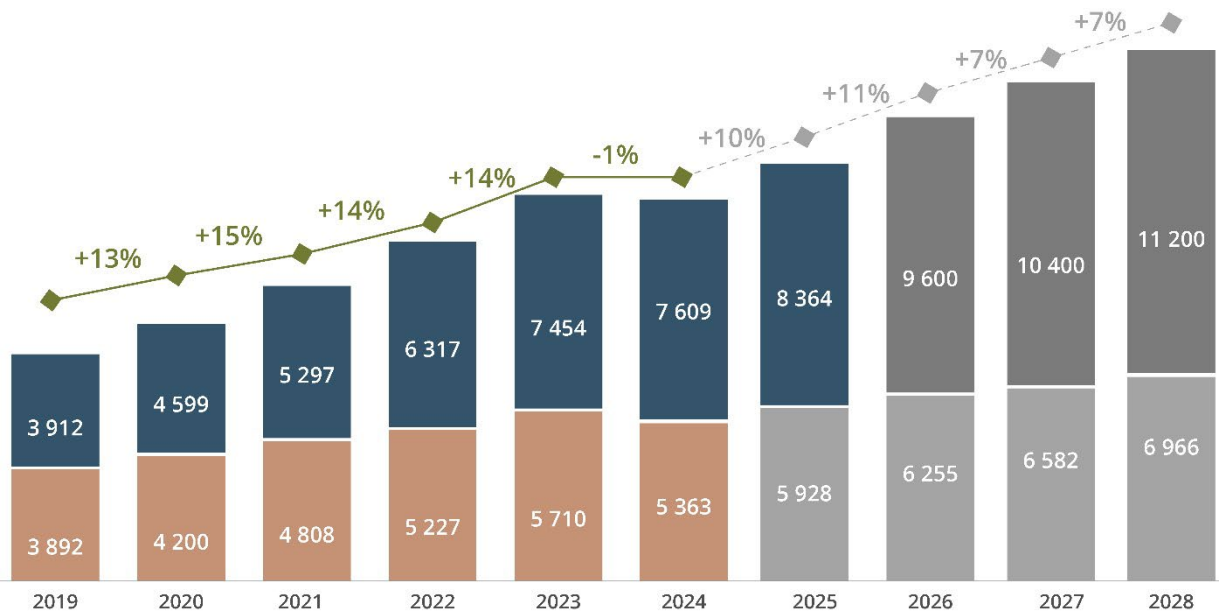


Figure 1 – Historical growth and projections for existing and new registered cases

This casework growth correlates with a rise in Member States’ demand for Eurojust’s judicial cooperation tools, primarily Coordination Meetings (CMs), Coordination Centres (CCs) and JITs.

Table 2 – Demand for Eurojust’s judicial cooperation tools

Demand growth rate (%)	Total 2019-2024	Average 2019-2024	Average 2025-2028
Number of CMs	50%	9%	5%
Number of CCs	19%	7%	1%
Number of applications for JIT financial support	17%	7%	3%
Amount requested for JITs financial support	11%	5%	5%



Based on prior years' casework statistics, in most crime areas Eurojust expects upward trends in the need for cross-border judicial cooperation and therefore an increased demand for the agency to keep providing added-value analysis and practical support to the work of judicial practitioners.

Table 3 – Operational work trends per crime type

Crime type	Registered case statistics 2024			Expected trend 2025-2028 ¹⁸
	Existing	New	Total	
Swindling and fraud	2 553	1 791	4 344	▲
Money laundering	1 494	721	2 215	▲
Drug trafficking	1 389	870	2 259	▲
Mobile organised crime groups	547	469	1 016	▲
Cybercrime	350	327	677	▲
THB	217	115	332	▼
Corruption	220	94	314	▲
Migrant smuggling	191	173	364	▲
PIF crimes	182	97	279	=
Terrorism	128	63	191	▼
Environmental crime	43	14	57	=
Intellectual Property Crime (IPC)	33	28	61	▲
CIC	40	21	61	=

Besides the quantitative aspects for currently provided services and tools, Eurojust also expects the volume and complexity of its tasks to grow due to a number of interrelated factors, such as:

- A number of legislative and technical developments, including most prominently those linked to the further digitalisation of judicial cooperation in criminal matters as well as the establishment of new agencies such as the AMLA or the EU Customs Authority and possible EU accession to the European Convention on Human Rights;
- Eurojust's pivotal role in supporting the European Judicial Organised Crime Network (EJOEN), strengthening judicial cooperation in combating organised crime, including drug trafficking and other serious cross-border criminal activities, in cooperation with other JHA partners and judicial networks, such as the EPPO, Europol, the EJM and the JIT network;
- Further developments concerning the future role of the CISED and the ICPC, in the fight against war and aggression crimes and in view of setting up a Special Tribunal for war crimes committed in Ukraine;
- Changes in the nature of the Member States' demand for Eurojust's operational and financial support, making their case referrals increasingly complex¹⁹ and thus requiring enhanced analytical and legal support throughout an extended investigation and prosecution period²⁰;

¹⁸ Projecting upward, downward or stable trends, based on the casework statistics over the period 2020-2024

¹⁹ For example, the growing number of important European Court of Justice judgements in criminal justice cooperation topics will bring more complex legal questions about the interpretation and application of judicial cooperation tools.

²⁰ Including, for instance, an increase in written requests or recommendations on jurisdiction, issued jointly by two or more Eurojust National Members involved in a case.



- Growth in the new areas of operational competence under Article 2 of the EJR, particularly related to own initiative or EPPO cases;
- Eurojust's strategy for cooperation with third countries and international organisations, enabling a systematic exchange of personal data and increasing the number of LPs; and
- Council's request for Eurojust to collect, assess and transmit information on the third countries with which reinforced cooperation is of particular importance for the fight against organised crime.

More specifically, and further to the initiatives directly bringing new tasks as presented in Section II-2.2.1, the following legislative and technical developments will affect profoundly – yet to a varying extent – Eurojust's existing tasks and resource needs during the period 2026-2028, with a view to fostering the full implementation of judicial cooperation instruments:



- Improved possibilities for data exchange and “hit/no-hit” between Eurojust and its partners, in the context of the EJR and the interoperability regulations;
- The Commission omnibus proposal to digitalise all judicial collaboration instruments and make default the digital channel for all cross-border judicial information exchanges;
- The launch of JUDEX, allowing Member States to involve Eurojust in communicating information on EIO/MLA proceedings and other judicial cooperation instruments in a more secure and traceable manner; and
- Other new judicial cooperation instruments that may introduce new cooperation opportunities as well as legal issues for judicial practitioners, such as the e-evidence legislation, the directive on the rights, support and protection of victims of crimes and the regulation on the transfer of proceedings in criminal matters.

Coupled with Eurojust's new operational possibilities, the above developments will increase the quantity and quality of data stored, processed and exchanged by the agency and consequently bring greater operational benefits and synergies. The possibilities to identify links between ongoing investigations and prosecutions will increase significantly, with a major effect on Eurojust's casework growth, working methods, services, processes and resources.



In view of these trends, as well as the 2026-2028 EU policy cycle, Eurojust will need to continue to effectively and efficiently support a growing number of complex cases, provide more specialised and higher value support, particularly in priority crimes and capitalise on the benefits of digitalisation in criminal justice cooperation across the EU. The agency's capabilities in retaining, processing and managing knowledge and data will remain the key to provide unique added-value to judicial practitioners.

2.3. Resource Programming

To implement the strategic priorities of Eurojust's MAS and accommodate the expected workload growth and new tasks, the agency seeks to reinforce its resources in the period 2026-2028, pending amendment of the EJR as follow-up to its evaluation by the Commission and the next MFF discussions.

**Table 4 – Eurojust resource estimates 2026-2028**

Resources	2026	2027	2028
Budget ²¹	EUR 73.5 M	EUR 75.3 M	EUR 76.7 M
Establishment plan posts	251	255	255

Eurojust’s programming supports the MAS 2025-2027 by allocating annually an average of 71% of all human and financial resources to core agency tasks and priorities, under MAS objectives *1- Casework* (41%), *2-Cooperation* (8%) and *3-Digitalisation* (22%).

These resource estimates mirror the Commission proposal for the 2026 budget and establishment plan as well as Commission’s MFF programming for 2027 including the additional resources stemming for the CTR and JIT CP LFSs and Commission’s proposal for the next MFF. Particularly for 2026, as per Eurojust’s request and Commission’s agreement, the financial resources also cover part of the funding needs identified in relation to the high inflation, while the human resources include three (3) posts as per the CTR LFS and two (2) posts as per the JIT CP LFS.

Notwithstanding the above, Eurojust’s additional human and financial resource requests that the Commission did not support for 2026, as well as other intervening developments and growing needs, will inevitably further increase the agency’s cumulative resource shortfalls. As elaborated in Section II-2.5, these shortfalls do not comprise efficiency gains but entail constraints and negative priorities for the AWP.

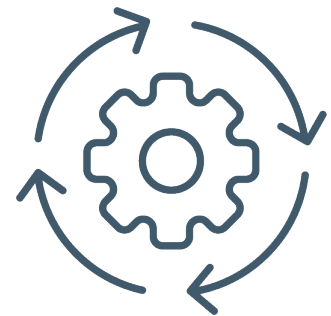
Annexes II, III and IV provide further details on Eurojust’s resource needs in the period 2026-2028.

2.4. Strategy for Achieving Efficiency Gains

Eurojust remains committed to continuously improving of its operational and administrative efficiency and thus maximising its impact and added-value for the EU national authorities and citizens.

The agency’s efficiency gains strategy builds upon reviewing, analysing and improving the existing organisational processes, services, activities, systems and resource allocations, in order to optimise Eurojust’s human and financial resource management services and their contribution to the agency’s mission and strategic objectives. It aims to ensure the highest quality of sound operational and administrative management and exhaust efficiency gains before reinforcing any area of work with extra resources. To this end, reinforcing efficiency is a key element of the MAS 2025-2027, with a horizontal relevance for all (multi-)annual objectives.

In 2025, Eurojust has refined its efficiency gains strategy, so as to incorporate certain concrete actions aimed to – fully or partly – address a number of the findings of the Commission’s EJR evaluation report which span across a wide range of areas²² and require no prior legislative amendment. These efficiency initiatives are mostly planned to take place by the end of 2026 and are therefore further detailed in the relevant parts of the AWP 2026 in Section III-2.



²¹ Annually, Eurojust strives to ensure a balanced industrial return for the EU Member States through reserving approximately 41% of its budget for the procurement of goods and services. Within this budgetary envelope, the agency purchases goods and services via different channels as appropriate, mostly through framework contracts.

²² Such as internal organisation, operational matters, cooperation with partners, data protection and other administrative issues

The agency's efficiency gains strategy builds upon the following interrelated methods.



Figure 2 – Pillars of efficiency gains strategy

Categorisation and prioritisation of activities and resources

Eurojust retains its strategic priority on the core operational services contributing to MASO 1-Casework. It thus aims to limit non-case-related activities as far as possible without compromising business continuity and compliance with the applicable statutory and contractual obligations.

Acknowledging that all other MASOs are – equally important – enablers for MASO 1-Casework, the agency will apply and further improve its prioritisation methodology, as follow up to lessons learned from its first application for the 2026 planning cycle. Eurojust applies this methodology as part of the regular planning cycle to assess the activities within each MASO, based on their strategic importance, resource intensity and potential impact. For a given planning year N, this exercise takes place in two rounds:

- *Ex ante* prioritisation, in year N-2 at the start of the budget planning process for year N; and
- *Ex post* prioritisation, in year N-1 following Commission's budget proposal for year N.

This exercise will further streamline and support the yearly audit of agency's activities and related resources, as part of the annual budget cycle, for categorising them and their related resources based on the underlying business needs²³.

Through this holistic prioritisation and categorisation approach towards activities and resources, Eurojust aims to make an essential step for realising efficiency gains. It will be able to assign negative priorities in an informed manner in case of resource gaps for the implementation of the AWP, identify



²³ For instance, direct link to the agency's mandate, legal requirement, internal or external stakeholder request



activities and services that it may downsize or discontinue if needed and dynamically (re)deploy resources based on operational priorities.

Activity Based Budgeting, Costing and Management

Using as basis its established Activity Based Budgeting and Costing (ABB/ABC) processes, Eurojust aims to enhance its Activity Based Management (ABM) framework, aiming for a shift to a more integrated approach to performance management based on results.

Key steps to this direction are:

- Improvements in the current ABB process, to cover activities and resources in a more granular manner, better capture identify cost drivers and more accurately reflect the impact of horizontal services on the agency's main objectives;
- Improvements in the current ABC process, concerning both FTE/time recording and the non-staff costs' monitoring, to improve data quality and resource allocations;
- Increased use of data analytics, to identify trends, anomalies and potential efficiency opportunities; and
- Continuous improvement of the planning, monitoring and performance management methods and tools, as well as the KPI framework, to better align reflect strategic objectives and operational priorities.

Zero based budgeting

As part of the annual planning exercise, Eurojust will continue to scrutinise its financial resources from a zero basis and in respect of their contribution to the agency objectives and priorities. More specifically, the agency will increasingly rely on zero-based budgeting as opposed to traditional budgeting approaches that focus more on historical costs.

In this respect, it will maintain a detailed and multi-annual overview of all non-staff cost elements, categorising them based on whether:

- There is a legal obligation to pay (i.e. minimum required or not); and
- It can reduce them through adjusting service levels and/or modalities (i.e. fixed or variable).

Eurojust will use the relevant activity categories or priority levels as well as the above cost categorisations as basis for identifying and justifying any additional budget needs for future years. Whereas, due to efficiency considerations, wide-scope and in-depth zero based budget reviews may take place only every few years²⁴, the agency will closely monitor and reassess on yearly basis those specific cost elements that are particularly sizeable and volatile.

Strategic workforce planning

Eurojust will continue its shift from a traditional headcount methodology to strategic workforce planning. This enables a forward looking, proactive, flexible and integrated approach in anticipating and addressing staffing gaps.

As a cornerstone to this strategic approach, the agency will repeat on annual basis a zero based review of its (multi-)annual staffing needs, with the aim to timely anticipate and address potential staffing gaps. This exercise will cover, among others, the following elements:

²⁴ With the last ones conducted in 2020 and 2024

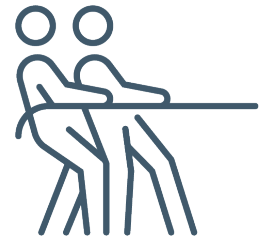


- Identifying activities that have been deprioritised due to lack of adequate staffing or new ones that could be undertaken if sufficient human resources become available;
- Listing current and future efficiency measures introduced or planned to cope with the staffing gap;
- Estimating future staffing needs, after efficiency efforts have been exhausted and based on evolution of workload indicators where possible;
- Refining resource planning and allocations based on actual time recording data;
- Assessing any risks and impact from not performing the planned activities if the gap is not bridged; and
- Identifying alternative service models or reduced service levels for activities affected by staffing gaps.

This review will enable Eurojust to consolidate its staffing needs per (multi-)annual organisational objective, while using the associated activity categories or priority levels as basis for classifying the related resources as either ideal or minimum required.

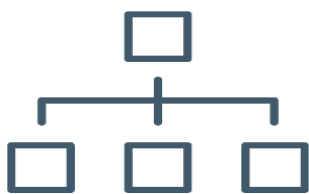
In parallel, Eurojust’s strategic workforce planning approach includes further actions such as:

- Skills mapping, to identify the experience, knowledge and skills available in-house and also to address possible skill gaps through tailored training and development plans;
- Job evaluation, to streamline the establishment plan’s use and ensure correct grading; and
- Succession planning for critical and management posts, to guarantee business continuity for roles with unique skills and high impact on business outcomes.



Organisational structure review and changes

To ensure the organizational structure remains aligned with its strategic objectives and operational needs, Eurojust will conduct regular reviews and implement the necessary changes.



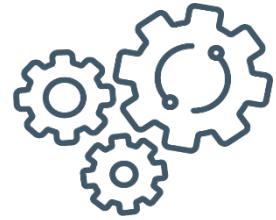
In the last quarter of 2025, Eurojust modified its internal administrative structure, with the aim to gain further efficiencies and lay a stable foundation aligned with the agency’s long-term vision, regulatory developments and future role in EU judicial cooperation. In this way, the agency aims to address the most urgent structural, leadership and people management needs, clarify reporting lines and improve the overall internal coherence of the management structure. The new organisational structure can be found in Annex I.

Building upon the insights gained from these reorganisation efforts, the agency will continue to analyse its current structure to identify potential areas for improvement. This will include an assessment at the end of 2026 and possible subsequent adjustments to prepare for any new tasks arising from the legislative proposal revising the EJR.



Organisational process review and service optimisation

Eurojust will continue to conduct regular reviews of its processes, with a view to identifying improvement opportunities and optimising service quality and cost-effectiveness. Streamlining workflows, automating tasks and leveraging technology will reduce administrative burdens, improve staff productivity and ensure optimal support to operational areas.



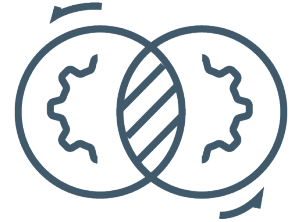
Among others, the agency's process reengineering efforts and initiatives will include:

- Assessing, reviewing and rationalising the functioning of the College Working Groups, with the aim to avoid duplication of tasks, adjust the frequency of meetings, limit the number of activities requiring repetitive discussion in the Working Groups, the Executive Board and the College prior to decision-making, and overall increase the use of projects for horizontal matters, based on a business case and demonstrated added value;
- Initiating a strategic reflection on the integration of support structures of judicial networks in Eurojust in the context of the EJR revision project;
- Implementing in full the new National Desk Assistants (NDAs) support model, with the aim to free up NDA capacity at the National Desks and allowing NDAs to focus on core Eurojust activities, such as supporting casework and data entry in the CMS, as well as taking targeted measures to ensure the sustainability and efficiency of the new model;
- Piloting changes in service levels and modalities, in order to assess the impact, risks, potential benefits and added-value from any wider-scope and larger-scale changes;
- Automating workflows by removing redundant steps, capitalising on new tools or technologies and accelerating the deployment and use of digital tools, including, among others, AI, collaborative workspaces and video conferencing with automated, simultaneous interpretation options, digital signatures, online training platforms and electronic personnel files;
- Continuing and finalising the phased introduction of new laptops and mobile phones for all Eurojust post-holders;
- Exploring new solutions to facilitate the booking and efficient use of Eurojust facilities, thus addressing current capacity limitations;
- Defining and implementing clear delegation models across different management layers, so as to promote accountability and improve the efficiency and effectiveness of decision-making and internal communication processes;
- Further clarifying the roles and responsibilities of different organisational entities and resolving potential gaps or overlaps, particularly when working on common, horizontal organisational processes;
- Developing internal guidance for recurrent processes and repositories for different areas or types of organisational information, with the aim of facilitating knowledge retention and on-boarding of new staff members;
- Implementing new methodologies and technologies, to streamline deployments of commercial off-the shelf applications and/or new workstations;
- Reviewing digital infrastructure and related technologies to find synergies, reduce duplication of components, optimise operating and maintenance costs and capital expenditure; and
- Identifying and managing corporate risks to limit their impacts on business continuity.

Capitalising on shared services and technologies

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

- Sharing services with other agencies and/or the Commission including, for instance, interagency and inter-institutional procurements, exchange of best practices, common services defined in the EU Agencies Network service catalogue and Commission ICT solutions, such as those for human and financial resource management;
- Reusing standards and technologies already in place and used by Commission services, to minimise implementation, operational and training costs, such as for the EUCI;
- Implementing cybersecurity best practices, to protect sensitive information and minimise disruptions; and
- Actively contributing to further promoting shared services among agencies through different networks, particularly in the areas of procurement, building and events management, ICT, cybersecurity and performance management.



2.5. Negative Priorities

As presented in Section II-2.2, during the programming period 2026-2028, Eurojust continues to project a constant increase in its workload, thus resulting in resource constraints, which are further exacerbated by the high inflation cumulative impact on the agency's – statutory and contractual – obligations. In this context and with the limits of efficiency gains already reached, the agency cannot effectively fulfil its mission, without a significant reinforcement of its workforce and budget.

While Eurojust envisioned to limit the impact and risks from these resource constraints through its 2026 budget and establishment plan requests, the Commission 2026 budget proposal did not support 32 staff and a total of EUR 14.8 M requested to cover the agency's most pressing and imminent needs in a number of areas. Taking into account Commission's priorities, as well as the outcomes of its internal prioritisation method, Eurojust has endeavoured to mitigate the impact and risks from these resource constraints when finalising its AWP and resource allocations. These mitigation measures mostly include service level adjustments and resource redeployments.

Notwithstanding this, with a primary focus on ensuring business continuity on its core operations whilst respecting its statutory or contractual obligations, Eurojust will continue to face residual risks in implementing a significant part of its AWP 2026 and capacity constraints to fully achieve its initial AWP objectives, in respect of:



- Expanding the legal and analytical assistance to all complex cases referred to the agency, capping this to current levels despite the forecasted 8% annual caseload growth;
- Further increasing the financial assistance to JITs, despite the forecasted increase in the demand for JIT grants;
- Supporting the growth of CISED contributions and received evidence relating to the conflict in Ukraine and possibly to other armed conflicts or geopolitical developments;
- Supporting and following up to the "hit/no-hit" and interoperability initiatives stemming from the EJR and the interoperability regulations;
- Enhancing the support to the EJCEN and the EJOEN, including the establishment of a new dedicated EJCEN secretariat as per Council's request;

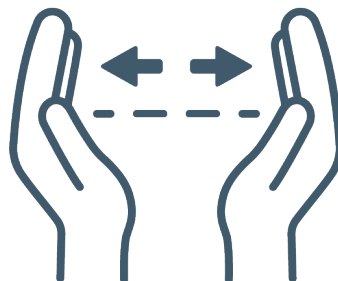


- Implementing the agency's four-year external cooperation strategy 2024-2027 and new role as ECRIS-TCN contact point for third countries and international organisations, as well as cooperation initiatives with new or existing partners as per the growing demand;
- Improving the coordination and support to externally funded projects, for achieving the initially envisaged operational synergies;
- Minimising quality, contract or financial management issues and audit risks in the ongoing implementation of the agency's new CMS and other ICT operational initiatives under its Digital Criminal Justice (DCJ) programme, including support for the JIT CP establishment;
- Enhancing institutional knowledge retention, through improved data management and reporting services, and thus external contributions to EU stakeholders on the implementation of judicial cooperation instruments;
- Reinforcing the reach and impact of the agency's operational successes and EU added-value, through enhanced corporate communication services; and
- Further improving the agency's ICT security services in respect of the cyber and information security regulations, for ensuring the safe processing of Eurojust information.

Concerning specifically the video conferencing/audio visual infrastructure for which the Commission did not initially support Eurojust's budget request, this remains a high priority for the agency considering its importance for the core operational work and particularly for increasing operational efficiencies. Through the ongoing design process, Eurojust will further specify the exact budgetary needs and explore, in consultation with the Commission, other possible funding options.

Given the volatility and uncertainty of the actual extent of some of the abovementioned resource shortfalls as well as of effectiveness of any mitigation measures taken, the agency will regularly re-estimate its actual needs based on the latest developments and adjust its mitigation strategy accordingly. This may include submitting amending budget requests, further adjusting service levels or modalities, postponing recruitments of the new posts and/or (re)prioritising activities and related resources.

Overall, Eurojust counts on the support of the Commission and the budgetary authority to reduce the abovementioned resource gaps and minimise the impact and risks from the associated negative priorities, through its future resource requests and in the context of the forthcoming EJR revision that will follow Commission's EJR evaluation conducted in 2025.



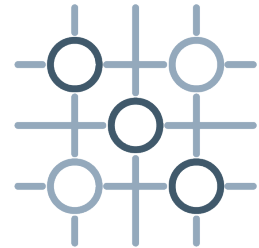


Section III – Annual Work Programme 2026

1. Executive Summary

Eurojust focuses its AWP 2026 on key EU priorities by increasing the agency's added-value for EU societies and citizens and contributing to a more secure, digital and green EU.

This AWP constitutes a major step in realising Eurojust's MAS 2025-2027. It builds on the achievement of previous years' objectives²⁵ with specific activities to reinforce the agency's:



- *Casework*, through dynamic and quality support to an increased referral of complex cross-border crime cases, enhanced judicial cooperation on CIC, reinforced capabilities to act on agency's own initiative and where prosecution on common bases is required, as well as operational actions and complementarity with judicial practitioners' networks;
- *Cooperation with partners*, such as JHA agencies and bodies, other EU partners, third countries and international organisations for both of which Eurojust will also act as their ECRIS-TCN contact point, as well as other partners based on external funding agreements;
- *Digitalisation*, through an active contribution to Commission's DoJ vision to improve information exchange and interoperability, particularly by developing and integrating a new CMS, enhanced support to judicial practitioners using existing ICT systems and operational data reporting solutions, as well as increased cybersecurity capabilities;
- *Strategic work*, through enhanced retaining of knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area, as well as more effective and efficient communication to support operational and strategic goals; and
- *Organisational capabilities and efficiency*, through supporting the legislative process expected to follow the EJR evaluation, further improving organisational efficiency and agility in meeting operational needs, strengthening organisational management and internal controls to enable the College to focus on its operational tasks and reducing the agency's environmental impact.

2. Activities

Annex II provides detailed information on the human and financial resources allocated to each 2026 activity and objective. However, as explained in Section II-2.5, this may not include all resources required to implement in full all activities and objectives. The AWP 2026 highlights with ☒ such under-resourced actions, inevitably impacted by this year's resource constraints.

1-Casework

Activity 1.1 – Provide comprehensive and tailor-made operational and legal expertise to referred cases ²⁶

²⁵ Eurojust's Annual Report and Consolidated Annual Activity Report (CAAR) elaborate further on the achievement of the agency's objectives and KPIs in prior years. The results achieved in 2024 comprise the baseline for the KPI targets and workload growth projections for 2026.

²⁶ In accordance with EJR Articles: 2(1) and (3); 4(1)(a), (b), (c), (d), (f), (i) and (j); 5(2)(a), (b) and (c); 60(4)



Eurojust will ensure focus on supporting national cases with cross-border impact by providing operational, logistical and/or financial support to CMs, CCs and JITs. The agency will provide added-value through tailor-made expert advice at early stage, including producing analytical and/or legal analyses and reports on judicial cooperation issues faced by practitioners.

Most importantly, the agency will strive to increase referral of complex cases by the national authorities and the LPs and ensure the coordination of investigations by promoting the exchange of information, detecting cross-matching links between ongoing investigations, supporting development of prosecutorial strategies, and implementing joint actions. In addition, Eurojust will continue to collect, preserve and analyse CIC evidence data through the CISED, and deliver incisive case related reports that ensure the compliant and effective use of Eurojust data for operational purposes.

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

Actions

- Provide Eurojust National Members, LPs and judicial cooperation practitioners with efficient and tailored operational assistance in the cases they handle, through translations, case analyses and other casework deliverables²⁷ ☑
- Provide operational, financial and legal support to CMs, CCs and JITs and promote their use as essential judicial cooperation tools in priority crime areas ☑
- Provide dedicated support to JITs established to investigate CICs committed in Ukraine and other conflict areas
- Respond to practitioners' needs by systematically collecting and analysing their feedback (e.g. CMs)
- Deliver operational data entry and management services, including quality reviews on CMS data and case-related reporting ☑

Expected results

- More complex cases referred to Eurojust
- Higher number of LP cases
- Enhanced operational support through CMs and CCs
- Increased support to JITs
- Higher number of cases resolved in a timely fashion, due to the use of more quality data
- Increased number of CIC cases supported by Eurojust
- Increased quality and volume of data for operational, management and strategic purposes

Indicators	Baseline	Target	Reporting
Proportion of new complex cases out of all new cases registered	N/A ²⁸	(≥) 2025 result	Quarterly KPI report
Number of CMs	640	(≥) ↑10%	Monthly OS
Level of satisfaction of CM/CC participants regarding Eurojust's operational support	91%	(≥) 91%	Quarterly KPI report

²⁷ Including legal advice (e.g. on conflicts of jurisdiction and mutual recognition tools), (joint) recommendations, analyses/judicial matrixes/charts, as well as preparatory and follow-up documents for CMs and CCs (e.g. case notes, draft JIT agreements, overview of targets for joint actions)

²⁸ Pending refinement of criteria for assessing case complexity



Percentage of cases in priority crime areas	74%	(≥) 2025 result	Monthly OS
Number of CIC cases	21	(≥) 2025 result	Monthly OS
Number of deliverables in support of casework	1 028	(≥) ↑5%	Quarterly KPI report
Number of new JITs supported	127	(≥) 2025 result	Monthly OS
Percentage of new JITs that are funded	74%	(≥) 2025 result	Monthly OS

Objective 1.1.2 – Support and strengthen judicial cooperation on CIC, mainly through collecting, preserving and analysing evidence data

Actions

- Maintain the Ciced²⁹ infrastructure and ensure that it is fully operational and integrated with the new CMS
- Analyse CIC evidence data, in order to highlight links among CIC cases and the state-of-play of the investigations and to provide tailored legal advice, covering exchange of evidence, coordination possibilities and possible conflicts of jurisdictions ☒
- Strengthen its role as regards the fight against violation of sanctions which could potentially lead to confiscation orders, including support to operational cases and the EU Freeze and Seize Task Force³⁰

Expected results

- Ciced fully functional and operational
- National authorities' contributions processed through Ciced

Indicators	Baseline	Target	Reporting
Percentage of time that Ciced is fully operational	100%	100%	Quarterly KPI report
Number of evidence files received through Ciced	1 955	(≥) 2025 result	Quarterly KPI report

Activity 1.2 – Capitalise on new operational data analysis and cross-matching capabilities³¹

Through acting on its own initiative, especially when prosecution is required on common bases, Eurojust will endeavour to become more proactive in strengthening coordination and cooperation between national authorities. It will carry out its tasks taking into account any request and information supplied by the Member States' authorities as well as by competent EU institutions, bodies and agencies, in particular the EPPO, Europol, OLAF and Frontex.

²⁹ A secure and automated data transfer management and storage facility for processing operational personal data related to CIC evidence

³⁰ A set up by the European Commission to ensure the efficient implementation of the EU sanctions against listed Russian and Belarussian oligarchs across the EU

³¹ In accordance with EJR Articles: 2(1) and (3); 4(1)(b), (c) and (e); 21(a); 49(1); 50(1), (2) and (3)

**Objective 1.2.1 – Reinforce Eurojust’s ability to act on its own initiative and where prosecution on common bases is required****Actions**

- Monitor implementation of the action plan for applying the EJR own initiative provisions and promoting a more proactive role of Eurojust in supporting and coordinating cases
- Timely identify and analyse potential synergies or overlaps between ongoing investigations, including through detecting links between proceedings in the CTR or the “hit/no-hit” systems with JHA partners and especially when prosecution is required on common bases
- Proactively issue requests to promote opening of investigations and coordination among national investigations

Expected results

- Increased number of own initiative actions
- Increased number of case cross-matching possibilities in the framework of the CTR and “hit/no-hit” systems

Indicators	Baseline	Target	Reporting
Number of own initiative actions	N/A	(≥) 2025 result	Quarterly KPI report
Number of links reviewed/assessed through the CMS Link Review Profile	5 416	(≥) 2025 result	Quarterly KPI report
Number of entities in “hit/no hit” requests	896	1 000	Quarterly KPI report

Activity 1.3 – Further support and develop synergies with practitioners’ networks ³²

Eurojust will continue to encourage, support and strengthen the strategic and operational cooperation with the networks for which it hosts a secretariat or provides a support function, with the aim to reinforce the support to judicial practitioners. These include the EJN, the EJOCN, the Genocide Prosecution network and the JITs network for which Eurojust already hosts a secretariat or support function, as well as the EJCEN for which the agency aims to step up its current support with the establishment of a secretariat as proposed by the Council.

Objective 1.3.1 – Reinforce operational actions and complementarity with judicial practitioners’ networks**Actions**

- Encourage cooperation and synergies with the networks whose secretariats or support functions are hosted at Eurojust, including a new dedicated entity to strengthen the stable operation and development of the expert activities of the EJCEN ☒
- Monitor the achievement of networks’ strategic objectives, priorities and activities, through the respective network secretariats
- Support the organisation of networks’ plenary and other meetings and contribute to activities of networks’ stakeholders ☒
- Ensure networks’ close cooperation with the Council Presidencies and EU institutions

³² In accordance with EJR Articles: 4(1)(d); 20(3) and (7); 48



- Enhance networks' role as centres of expertise and platforms for exchanging strategic information, including information on the status of implementation of EU legal instruments of judicial cooperation and best practices in the respective areas ☒
- Reinforce the use of tools for the systematic collection of practitioners' feedback on best practices and lessons learned and ensure that information on relevant websites is up to date³³
- Provide support and expertise to JIT practitioners and facilitate JIT cooperation
- Pursue initiatives to enhance the referral of cases between Eurojust and the EJN
- Manage and support the functioning of the EJN website and the restricted areas for the Genocide Prosecution and JIT networks ☒
- Support exchange of operational information on national CIC cases and awareness raising on CIC, building on and developing synergies with relevant stakeholders, including the CICED team, the Genocide Prosecution network members, the ICPA project, Europol, ICC and other partners
- Provide expertise and facilitate awareness raising and strategic cooperation in the fight against impunity, including through co-organising the EU Day Against Impunity

Expected results

- Increased support to practitioners, including through joint Eurojust and networks products
- Improved case distribution between Eurojust and EJN leading to quick and efficient resolving of cases and a more efficient use of resources
- Enhanced cooperation in relation to JIT evaluations and joint reporting

Indicators	Baseline	Target	Reporting
Number of joint products with EJN secretariat	10	(≥) 2025 result	Bi-annual KPI report
Number of joint products with EJCEN support function	7	(≥) 2025 result	Bi-annual KPI report
Number of joint products with EJOEN support function	N/A	(≥) 2025 result	Bi-annual KPI report
Number of joint products with Genocide Prosecution network secretariat	5	(≥) 2025 result	Bi-annual KPI report
Number of joint products with JIT network secretariat	3	(≥) 2025 result	Bi-annual KPI report
Number of cases referred from the EJN	96	(≥) 2025 result	Annual KPI report
Number of cases referred to the EJN	290	(≥) 2025 result	Annual KPI report
Percentage of JIT evaluation meetings supported	100%	100%	Quarterly KPI report
Number of visits to the EJN website	56 536	(≥) 2025 result	Quarterly KPI report

³³ Including through the EJN tools, working groups and website, JIT evaluation and feedback forms, JIT working and project groups, questionnaires circulated to JIT national experts etc.



2-Cooperation with partners

Activity 2.1 – Further develop cooperation with JHA partners ³⁴

Eurojust will maintain its focus on strengthening cooperation and information sharing with its partners as mandated by the EJR and other relevant legislative instruments. Most prominently, the agency will support and/or cooperate closely with:

- The EPPO, OLAF and Europol to protect EU's financial interests (PIF crimes);
- Europol to enhance reciprocal and indirect access to information and support the EU centres of expertise hosted by Europol³⁵; and
- Frontex through mutual exchange of relevant personal data to support Member States in priority crime areas, like migrant smuggling, THB and terrorism.

Eurojust will also endeavour to increase synergies with other JHA partners in areas of common interest such as the protection of victims' rights and the fight against online child abuse, and join other JHA initiatives to enhance effectiveness in criminal justice cooperation across the EU.

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

Actions

- Maintain regular contacts, strengthen cooperation and explore further synergies with all four partners, in particular in the context of the EU Anti-Fraud Architecture
- Strengthen cooperation with Europol in line with both agencies' legal framework, in particular by following up on the conclusions of the joint meeting of the College and Europol's Management Board in October 2024 and following the expected new Europol regulation
- Reinforce operational synergies with Europol in all crime areas under the two agencies' mandate, cooperate with Europol's Analysis Projects in cases of common interest and enhance indirect access to information through the "hit/no-hit" system for all crime areas except for terrorism
- Carry out joint initiatives with Europol in support of national authorities such as the Joint Operational Platform
- Establish a Single Point of Contact at Eurojust for all non-case related information coming from Europol
- Contribute to the EMPACT priorities for organised and serious international crime 2026-2029 and the implementation of EU multi-annual strategies and action plans for specific crime types³⁶
- Support the EMPACT Operational Action Plans, by participating or (co-)leading relevant actions and ensuring that the judicial dimension is taken into account at an early stage
- Explore, together with Europol, opportunities to increase the knowledge of the EMPACT Cycle among judicial authorities
- Continue implementing the memorandum of understanding with Europol on the joint establishment of rules and conditions for JIT financial support and exchanging information to identify any instances of double funding of JITs and optimise support to JIT practitioners

³⁴ In accordance with EJR Articles: 2(1) and (3); 4(1)(g) and (h); 49(4) and (5); 50(1) and (4); 51(2) and (3)

³⁵ E.g. European Cybercrime Centre, European Counter-Terrorism Centre, European Serious and Organised Crime Centre, European Financial and Economic Crime Centre, Europol's Operational and Analysis Centre

³⁶ Yet to be defined for the period after 2025



- Finalise the negotiations for a working arrangement for information exchange with Frontex, including for the exchange of relevant personal data and in full consideration of the expected amendment of the European Border and Coast Guard Regulation
- Work closely with the EPPO to increase information exchange and cooperation on both strategic and operational levels
- Implement the working arrangement and enhance cooperation with OLAF, mainly for PIF cases falling outside the EPPO competence or where the EPPO does not exercise its competence, including trainings
- Implement awareness raising activities on the possibilities for cooperation with the EPPO stemming from Article 50 EJR

Expected results

- Increased number of cases/CMs/CCs with Eurojust's main JHA partners
- Improved information exchange with the EPPO, Europol, Frontex and OLAF
- All planned EMPACT priorities supported, including leading a number of Operational Actions

Indicators	Baseline	Target	Reporting
Number of new or revised cooperation instruments with main JHA partners ³⁷	1	(≥) 2025 result	Quarterly KPI report
Number of cases or requests for support received from the EPPO	7	(≥) 2025 result	Quarterly KPI report
Number of cases with Europol	36	(≥) 2025 result	Monthly OS result
Number of CMs with Europol	121	(≥) 2025 result	Monthly OS result
Number of CCs with Europol	7	(≥) 2025 result	Monthly OS result
Number of EMPACT Operational Actions (co)led by Eurojust	12	(≥) 6	Quarterly KPI report
Percentage of EMPACT Operational Action Plans in which Eurojust participates	100%	100%	Annual KPI report
Number of cases with OLAF	4	(≥) 2025 result	Monthly OS result
Percentage of Frontex transmissions of case-related information effectively followed up by Eurojust ³⁸	N/A	p.m.	Monthly OS result

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

Actions

- Implement joint activities in priority crime areas, in line with Eurojust's mandate and specific cooperation instruments with the relevant partners
- Further strengthen cooperation with eu-LISA through an increasing number of joint projects, in line with the two agencies' Cooperation Plan for the period 2024-2026

³⁷ Including the EPPO, Europol, Frontex and OLAF

³⁸ Indicator added without target for baselining purposes



- Implement joint actions with the EU Coordinator for the protection of victims' rights, under the relevant EU strategic framework and platform
- Promote training initiatives with other JHA agencies and support judicial practitioner trainings organised by Member States or relevant third parties (e.g. EJTN, CEPOL, ERA) by sharing Eurojust's lessons learnt from casework and expertise in judicial cooperation instruments (e.g. JITs)
- Enhance cooperation with FRA on common areas of interest including EAW, artificial intelligence, victims' rights as well as victims of gender-based violence, hate crime and cybercrime
- Improve cooperation with EUDA in the area of illegal trafficking of drugs and their precursor chemicals
- Contribute to the activities of the JHA agencies' network by further enhancing the functioning of the network following the assessment started in 2020 and by ensuring that the judicial dimension is reflected in the network's activities
- Enhance cooperation with the Commission, by negotiating and/or implementing a new working arrangement
- Monitor the legislative proposals aimed to set up new JHA agencies or bodies such as the EU customs authority and explore further synergies with other relevant partners such as the AMLA, EDA and ELA, through negotiating – new or revised – cooperation instruments, in particular when legislative or other relevant developments of these organisations impact the cooperation with Eurojust

Expected results

- Increased cooperation and synergies in the JHA agencies' network

Indicators	Baseline	Target	Reporting
Number of new or revised cooperation instruments with other JHA partners and EU bodies ³⁹	2	(≥) 2025 result	Quarterly KPI report
Number of shared initiatives with other agencies in the framework of the JHA agencies' network ⁴⁰	36	(≥) 2025 result	Quarterly KPI report

Activity 2.2 – Implement multi-annual strategy and other initiatives for cooperation with third countries and international organisations ⁴¹

Eurojust will continue to reinforce its global network of partners beyond the EU external borders. In consultation with the Commission and the EEAS, and based on its operational needs, the agency will strive to increase its external outreach, primarily through the new Eurojust Strategy on Cooperation with International Partners 2024-2027, which is summarised in Annex XII.

With full respect of the DP requirements, Eurojust will aim to establish a structural exchange of personal data with these entities and further increase the number of hosted LPs.

³⁹ Excluding the EPPO, Europol, Frontex and OLAF

⁴⁰ Including trainings, meetings and joint reports

⁴¹ In accordance with EJR Chapter V



Objective 2.2.1 – Strengthen cooperation with third countries and international organisations, including acting as ECRIS-TCN contact point and engaging with practitioner networks in key geographical areas

Actions

- Support the Commission in the negotiation of agreements with third countries and international organisations identified in the Eurojust Strategy on Cooperation with International Partners 2024-2027 ☒
- Negotiate and conclude implementing working arrangements with relevant third countries and international organisations and working arrangements of strategic nature with other key third countries and international organisations or bodies, in line with the Eurojust Strategy⁴² ☒
- Monitor and report on the implementation of the Eurojust Strategy and the follow-up to the Council Conclusions on judicial cooperation with third countries
- Carry out activities pursuant to the EU Council Conclusions of 18 June 2024 on strengthening judicial cooperation with third countries in the fight against organised crime⁴³
- Cooperate with the EEAS to implement the letter of understanding, including strengthening cooperation with Common Security and Defence Policy missions, in line with the agency's operational interest and needs ☒
- Enhance relations and suggest areas for cooperation with key international organisations and develop contacts with new international organisations, such as the Council of Europe, the Gulf Cooperation Council, the Arab League and the United Nations, as per the work plan of the College Board on Relations with Partners ☒
- Strengthen cooperation with relevant judicial network and associations, such as the Judicial Cooperation Network for Central Asia and Southern Caucasus, the South East Asia Justice Network, the West African Central Authorities and Prosecutors against Organized Crime Network and the Ibero-American Association of Public Prosecutors
- Participate in EU funded projects and initiatives implemented by third parties, in particular EL PACTO and EU ACT
- Monitor the implementation of cooperation agreements, working arrangements and memoranda/letters of understanding with third countries and international organisations and perform a yearly evaluation of cooperation agreements ☒
- Support the Commission in strengthening cooperation with the ICC to enable a systematic exchange of information on CIC
- Implement the internal procedures and workflows for processing the ECRIS-TCN requests from third countries and international organisations and the follow-up queries of Eurojust's national desks to the ECRIS-TCN system at eu-LISA⁴⁴ ☒
- Negotiate specific working arrangements with individual third countries to regulate the exchange of information related to ECRIS-TCN⁴⁵ ☒
- Provide yearly evaluation of cooperation agreements and working arrangements with LPs

Expected results

- Enhanced cooperation with third countries and international organisations in line with the four-year strategy
- Increased number of cases involving third countries and international organisations

⁴² With the 2026 priorities to be determined at a later stage

⁴³ 11333/24

⁴⁴ Pending consultations with the European Commission and the EDPS

⁴⁵ Idem



- Increased number of JITs with participation by third countries
- Strengthened cooperation with Eurojust contact points in third countries
- ECRIS-TCN contact point function for third countries and international organisations performed

Indicators	Baseline	Target	Reporting
Number of new or revised cooperation instruments with third countries and international organisations	17	(≥) 2025 result	Quarterly KPI report
Number of initiatives engaging third countries and international organisations	14	(≥) 2025 result	Quarterly KPI report
Number of cooperation initiatives with Eurojust contact points in third countries	3	(≥) 2025 result	Quarterly KPI report
Number of cases involving third countries	1 010	(≥) 2025 result	Monthly OS result
Number of cases involving international organisations	41	(≥) 2025 result	Monthly OS result
Number of JITs involving third countries	164	(≥) 2025 result	Monthly OS result
Percentage of ECRIS-TCN requests processed within the agreed response time ⁴⁶	N/A	p.m.	Quarterly KPI report

Activity 2.3 – Implement externally funded projects for cooperation ⁴⁷

Capitalising on the EJR and Eurojust FR possibilities, Eurojust aims to enhance its operational capabilities and/or cooperation with partners through ad hoc grant, contribution or service level agreements, thus further stimulating casework.

Following consultation with the Commission, in 2026 the agency expects to implement the following external projects, under existing or currently negotiated funding agreements:

- The EuroMed Justice project aiming to enhance judicial cooperation between Member States and South Partner countries;
- The ICPA aiming to support the fight against impunity and reinforce operational cooperation in the context of the already ongoing JIT with Ukraine and ICC;
- The National Authorities Against Impunity (IMP) project aiming to support the fight against impunity;
- The service level agreement with the EUIPO aiming to enhance operational cooperation with it and strengthen the fight against cross-border IPC;
- The SIRIUS project, implemented jointly with Europol, aiming to further improve cross-border access to e-evidence by providing knowledge and tools to EU authorities and covering key online service providers located in the EU and third countries; and
- The Western Balkans Criminal Justice (WB CRIM JUST) project aiming to enhance operational cooperation within Western Balkans and between those countries and EU Member States.

⁴⁶ Indicator added without target for baselining purposes

⁴⁷ In accordance with EJR Article 60 and Eurojust FR Article 7

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

- Implement activities planned and financed under the external funding agreements summarised above and in Annex XI
- Provide coordination, visibility and administrative support for externally funded projects ☒
- Identify synergies with externally funded projects through cooperation initiatives ☒

Expected results

Refer to the agreements for the funding and implementation of the respective external projects

Indicators**Baseline****Target****Reporting**

Refer to the agreements for the funding and implementation of the respective external projects

3-Digitalisation**Activity 3.1 – Further develop ICT operational capabilities ⁴⁸**

Eurojust will strengthen its ICT operational capabilities through a new digital modernisation concept with a focus on developing a new CMS with enhanced interoperability functions, improving current tools for JITs practitioners, ensuring full compatibility with the new JIT CP and automating information exchange with its partners.

More specifically, it aims to take a pivotal role in the profound digitalisation of criminal justice cooperation as envisioned in Commission’s DoJ Communication and DCJ study. Commission’s vision is to establish a fast, reliable and secure infrastructure for information exchange between national authorities, Eurojust and other JHA agencies. This will involve designing and implementing a set of digital solutions to modernise and increase judicial cooperation in criminal cases across the EU, including among others a new CMS for Eurojust. In parallel, the agency will maintain and further improve its existing ICT services and data reporting solutions, to ensure a continued and enhanced support to its casework and the judicial practitioners while transitioning to the upgraded systems.

Throughout all its digitalisation initiatives and respective tools and processes, Eurojust will continue to apply the principle of data protection by design and default, while ensuring the protection of fundamental rights, including access to justice, defence rights and non-discrimination.

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**Actions**

- Manage the implementation of the new Eurojust CMS ☒
- Participate in consultations for other external systems to ensure their integration with the new CMS ☒
- Continue to analyse and implement improvements to establish and maintain Eurojust’s access to JUDEX, in collaboration with the Commission, as well as to ECRIS-TCN, e-CODEX and SIS, in collaboration with eu-LISA and as per the two agencies’ Cooperation Plan ☒

⁴⁸ In accordance with EJR Chapter VI; as well as Articles: 23; 24; 25 and 80



- Support the implementation of the JIT CP and enhance the JIT tools currently provided by Eurojust to practitioners to ensure their compatibility with the JIT CP ☒
- Create new and enhanced data and process models for Eurojust's ICT core business systems including the CMS, as part of the DCJ programme/project implementations ☒
- Ensure support to the EJN secretariat for the adequate functioning of the EJN tools, particularly in connection to JUDEX and other relevant projects ☒
- Contribute to the EU Innovation Hub for Internal Security and any discussions on the future use of AI and encryption technologies in the area of criminal justice cooperation ☒
- Implement the DCJ programme communication strategy 2026-2030 ☒

Expected results

- New CMS implemented as per agreed project plan
- DCJ programme developments timely communicated to internal and external stakeholders

Indicators	Baseline	Target	Reporting
Percentage of planned actions for the reference year timely implemented in relation to the implementation of the new CMS	75%	≥ 80%	Quarterly KPI report
Percentage of completed actions planned for the reference year related to the implementation of the DCJ programme communication strategy	N/A ⁴⁹	≥ 80%	Bi-annual KPI report

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

Actions

- Maintain and further develop the existing ICT core business tools (e.g. CMS, Case Information Form, JIT tools) until their possible replacement under the DCJ programme/projects
- Implement other ICT projects to enhance added-value for JITs practitioners (e.g. JIT funding, claims and reporting modules) and improve other operational processes, as prioritised by governing bodies
- Manage data transformation projects to improve operational data and increase the agency's data reporting capabilities

Expected results

- Existing CMS and other core business tools fully functional and enhanced as per organisational priorities⁵⁰

Indicators	Baseline	Target	Reporting
Percentage of planned ICT operational initiatives for the reference year timely implemented according to the work plan set by governing bodies ⁵¹	60%	(≥) 80%	Quarterly KPI report
Percentage of time that current CMS is fully operational	100%	100%	Quarterly KPI report

⁴⁹ New indicator, no available result from previous years

⁵⁰ Until their replacement under the DCJ programme/projects

⁵¹ For ICT operational initiatives not in scope of the DCJ programme/projects and as prioritised by College Board for Casework Related ICT Projects

**Activity 3.2 – Further develop cybersecurity capabilities** ⁵²

With cyber-attack risks growing rapidly along with the foreseen growth in the volume and complexity of the data, systems and technologies managed by Eurojust and under its ambitious digitalisation journey, Eurojust will keep taking concrete steps to reinforce its business continuity plans and cyber defence posture.

The agency will continue to adapt its operational and administrative processes and tools linked to changing EU regulations and standards, capitalise on possible synergies amongst different parallel ICT security needs and initiative and ensuring sufficient allocation of – financial, human and technical – resources in this area. More particularly, Eurojust will further implement the requirements stemming from both the new cyber and information security regulations⁵³.

Objective 3.2.1 – Strengthen cybersecurity posture and resilience**Actions**

- Implement and maintain the ICT security governance, risk management and control frameworks for all ICT environments, following security reviews ☒
- Update and implement internal cybersecurity policies, including objectives and priorities, for the security of network and information systems, and define the roles and responsibilities for ensuring cybersecurity within Eurojust ☒
- Carry out a cybersecurity maturity assessment and establish a new cybersecurity plan for implementing any necessary cybersecurity measures ☒
- Implement appropriate and proportionate technical, operational and organisational measures, including a zero trust architecture and a security operations centre, to manage the identified cybersecurity risks ☒
- Coordinate, review and implement Eurojust's business continuity plan ☒
- Carry out ICT security assessments, audits and advisory activities ☒
- Design and deliver awareness and communication activities on cybersecurity ☒
- Analyse any further requirements stemming from the new information security regulation ☒

Expected results

- Implementation of the Eurojust cybersecurity plan as per the new cybersecurity regulation

Indicators	Baseline	Target	Reporting
Percentage of actions planned for 2026 for the adoption of the new cybersecurity plan implemented on time	N/A	(≥) 75%	Quarterly KPI report

4-Strategic Work**Activity 4.1 – Collect, analyse and disseminate best practices and lessons learned from casework** ⁵⁴

Eurojust's strategic work is a support mechanism for its operational tasks, serving to amplify and consolidate the operational added-value for judicial practitioners and EU legislators. In this context, the agency will intensify its efforts to retain its institutional memory and organisational knowledge

⁵² In accordance with EJR Articles: 2(1) and (3); 4(1)(a), (b),(c),(d), (f), (i) and (j); 22(a) and (b); 23; 30; 35; 52; 54(a); 58; 60(4); 76; 80(8); as well as EJR Annex II points 1(n) and 2(f)

⁵³ Respectively Regulation (EU) 2023/2841 and the one following Commission's legislative proposal of March 2022 (COM/2022/119 Final)

⁵⁴ In accordance with EJR Articles: 5(2)(j); 67; 68



in operational, strategic and administrative matters and enhance its efficiency and effectiveness in sharing this knowledge internally and externally.

Eurojust will sustain the regular flow of communication with judicial practitioners in order to share lessons and best practices from casework and thus encourage the referral of more complex cross-border crime cases. Building on its operational experience, it will advise on how to best use judicial cooperation instruments and overcome judicial cooperation obstacles in priority crime areas. While advising judicial practitioners, Eurojust will continue to place particular emphasis in the respect of fundamental rights and share related best practices and lessons learned.

At the same time, Eurojust aims to enhance its strategic outreach and institutional relations with EU decision- and policy-makers. Through its contributions, it will reinforce its involvement in the EU policy cycle, the judicial dimension of the EU security policy and the monitoring of judicial cooperation policy actions and instruments, as well as support capacity building.

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

Actions

- Enhance internal capabilities and tools to retain operational knowledge from cases and maintain institutional memory for strategic, operational and organisational matters ☒
- Further develop the knowledge retention capacity and approach across all national desks, aiming to capture emerging issues in judicial cooperation ☒
- Propose an approach to integrate the workflows identified in the evaluation of the Knowledge Retention project into the organisational workflows
- Share Eurojust’s knowledge and expertise with the EU institutions and other actors, including through regular participation to meetings of Commission and Council working or expert groups (i.e. COSI, CATS, COPEN) and closely interaction with the European Parliament and other stakeholders (i.e. EEAS, LIBE, permanent representations in Brussels)
- Coordinate Eurojust’s strategic deliverables with the Commission work programme, Council priorities and Parliament resolutions
- Participate in the High-Level Forum on the Future of EU Criminal Law launched by the Commission
- Organise meetings and support the activities of the focus groups of specialised national judicial authorities on migrant smuggling and THB⁵⁵
- Organise and/or attend meetings on crime priorities and judicial cooperation instruments, including the meeting of Eurojust’s national correspondents for terrorism matters and the GLACY+ conference jointly organised with the Council of Europe
- Provide strategic contributions, best practice guidelines on priority crimes and advisory reports on the application of judicial cooperation and mutual recognition instruments, obstacles to judicial cooperation, conflicts of jurisdiction and possible solutions⁵⁶
- Monitor and analyse new relevant legislation⁵⁷, judicial rulings in Member States and the European Court of Justice, to feed policy discussions, case law overviews in relation to EAW, EIO and JITs, as well as reports such as the EU Terrorism Situation and Trend Report
- Actively facilitate the work of the Consultative Forum of Prosecutors General, ensuring appropriate participation and follow-up to the conclusions for its annual meeting

⁵⁵ Including a booklet on a topic identified by the focus group in 2026 and an analysis paper in a specific THB topic

⁵⁶ E.g. Eurojust products such as the Report on Counter-terrorism, the Terrorism Convictions Monitor and the Cybercrime Judicial Monitor; the Encryption Observatory Report jointly produced with other JHA and EU partners

⁵⁷ E.g. upcoming new rules on fighting organised crime and new sanctions regime for targeting smugglers and traffickers



- Further develop operational cooperation with other networks, such as the European Network of Prosecutors for the Environment (ENPE), the European Intellectual Property Prosecutors Network (EIPPN), the Asset Recovery Office (ARO) and the Camden Asset Recovery Interagency Network (CARIN)

Expected results

- Increased satisfaction of the Consultative Forum participants
- Increased support to practitioners through joint products and guidelines
- Enhanced reports analysing casework and judicial cooperation issues as well as national and EU case-law
- Closer interaction and enhanced contributions to key EU bodies and stakeholders
- Increased percentage of cases for which strategic knowledge is retained

Indicators	Baseline	Target	Reporting
Level of satisfaction of Consultative Forum participants on logistical support and content	90%	(≥) 90%	Annual KPI report
Percentage of planned prioritised products in judicial cooperation and priority crime areas for the reference year timely delivered according to the work plans set by College's operational working groups ⁵⁸	90%	100%	Annual KPI report
Number of operational topics on judicial cooperation issues	1	(≥) 2025 result	Bi-annual KPI report
Number of serviced stakeholder requests for strategic contributions ⁵⁹	285	(≥) ↑5%	Bi-annual KPI report
Percentage of Case Information Forms drafted out of identified retaining knowledge cases	N/A ⁶⁰	(≥) 75%	Bi-annual KPI report

Activity 4.2 – Communicate Eurojust's successes and added-value to stakeholders ⁶¹

Eurojust will manage its overall strategic positioning in the JHA context, taking into account legislative and policy developments in the area of security and justice. In addition, it will pursue higher media attention for its activities and results and provide more information to judicial practitioners, policy makers and citizens on its successes and added-value in achieving the EU security agenda.

Eurojust will strive to foster, among its stakeholders and EU citizens, a richer understanding of its unique contribution to improving judicial cooperation and internal security in the EU. By building trust and engagement with judicial practitioners through targeted communication actions, it aims to encourage increased case referrals and information sharing as well as wider participation in its meetings and projects.

⁵⁸ Including 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

⁵⁹ 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, feedback to JHA partners' AWP, as well as working level contributions to institutional stakeholder requests in line with positions approved by the College

⁶⁰ The 2024 baseline result for this newly introduced KPI was not available when preparing the present SPD.

⁶¹ In accordance with EJR Articles: 67; 74(4)



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

Actions

- Implement the corporate communication and outreach strategies, to improve efficiency and consistency in the agency’s strategic relations with partners, in support of strategic developments and discussions such as those for the next MFF and in line with Eurojust’s operational work priorities
- Efficiently produce, publish and distribute publications to target audiences, directly and/or via strategic communication partners
- Continue to enhance the external website and social media channels to promote the added-value of the agency’s operational results, tools and products to target audiences ☒
- Generate media attention for the agency’s successes, particularly in priority crime areas
- Produce improved audio-visual material for social media and other external communication channels ☒
- Organise public events and build communication partnerships with key stakeholders
- Increase engagement in social media conversations on topics of high priority for the agency
- Provide editorial and translation services for a wider set of corporate communication products (including the Annual Report, factsheets etc.)
- Develop new communication products, such as Eurojust operational services’ simulations ☒
- Better position the agency as a crucial partner in the community of justice institutions and as an attractive employer
- Implement a lobbying strategy, notably through Eurojust’s Brussels liaison officer, to increase visibility of the agency’s work and promote its EU added-value

Expected results

- Increased presence and visibility of the agency in media, including social media
- Increased web traffic at the external website
- More and better coordinated and targeted outreach activities
- Enhanced understanding of Eurojust’s work and added-value amongst key stakeholders

Indicators	Baseline	Target	Reporting
Number of visits to Eurojust website	505 424	(≥) ↑8%	Quarterly KPI report
Press coverage ⁶²	29 620	(≥) ↑5%	Quarterly KPI report
Number of Eurojust newsletter subscriptions	2 341	(≥) ↑10%	Quarterly KPI report
Number of Eurojust LinkedIn followers	58 558	(≥) ↑10%	Quarterly KPI report
Number of Eurojust X ⁶³ followers	15 724	(≥) ↑5%	Quarterly KPI report

⁶² Including – print, broadcast and online – press reports/articles referring to Eurojust

⁶³ Formerly known as Twitter



Number of external publications ⁶⁴	68	(≥) 2025 result	Quarterly KPI report
Engagement rate by impression of X posts for publications	4.95%	(≥) ↑10%	Quarterly KPI report
Engagement rate by impression of LinkedIn posts for publications	8.95%	(≥) ↑10%	Quarterly KPI report

5-Organisational Capabilities and Efficiency

Activity 5.1 – Implement efficiency gains strategy ⁶⁵

In the context of its efficiency gains strategy presented in Section II-2.4, Eurojust aims to further improve the efficiency of its operational and administrative processes by actively monitoring, assessing and optimising its structures, services, processes, activities and resource allocation.

To this end, it will maintain its focus on developing a flexible, highly skilled and fit-for-purpose workforce through strategic workforce planning, in order to assure the effective functioning of the national desks, maintain the high quality of operational services and cover the continuous growth in operational work areas. It will also continue to seek efficiencies in its administrative processes, through introducing new ICT and AI solutions, extending the use of video conferencing in CMs and exploring opportunities for shared services with other EU agencies.

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

Actions

- Deliver ICT solutions to better support the internal processes of the organisation, achieve efficiencies and improve customer experience, in line with priorities set by governing boards
- Further explore possible AI applications in Eurojust's operational and administrative processes, develop an AI governance framework and improve AI literacy of all postholders
- Increase the use of video conferencing in CMs and explore other cost-effective means of connecting practitioners, through upgrading the video conferencing systems, introducing automated, simultaneous interpretation options, reengineering the conference centre to sustain hybrid meetings, and recalibrating related processes ☒
- Further explore shared services with the Commission and EU agencies
- Ensure optimal staff allocation to activities through strategic workforce planning
- Implement measures to improve staff engagement as follow up to the 2025 internal survey findings
- Continue to improve internal communication, in response to post-holder expectations in a changing work environment

Expected results

- Increased efficiency in administrative services, due to new/improved ICT solutions and/or reengineered organisational processes
- Limited increase in CM costs
- Increased staff engagement and satisfaction

⁶⁴ Including reports, infographics, factsheets and leaflets

⁶⁵ In accordance with Eurojust FR Chapters VI and VII



Indicators	Baseline	Target	Reporting
Percentage of ICT projects initiated based on a business case or cost-benefit analysis	100%	100%	Quarterly KPI report
Average cost of CM ⁶⁶	EUR 5.4 K	(≤) ↑20%	Quarterly budget dashboard
Percentage of planned actions for the reference year timely implemented to follow up on staff satisfaction survey results implemented on time	83%	(≥) 80%	Annual Survey

Activity 5.2 – Implement strategy for organisational management and internal control ⁶⁷

In the framework of the Eurojust Internal Control Strategy (ICS), Eurojust will continue to monitor the implementation of its Internal Control Framework (ICF) for achieving its (multi-)annual objectives, through a consistent performance management approach. It will also further reinforce the monitoring and reporting of its planning, reporting and risk management activities in the context of the annual budget cycle, particularly by further enhancing its ABB/ABC/ABM process, embedding risk identification in the annual planning cycle and closely monitoring critical risks.

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

Actions

- Prepare the Eurojust Vision 2035 and ensure its integration across all programmatic documents of the agency, starting with the next MAS for the period after 2028
- Revise the working practices of the College and Executive Board to shorten meetings and avoid duplication of discussions, making full use of the possibilities provided for in the Rules of Procedure and the EJR and to ensure further efficiencies in decision-making processes
- Update and enhance the onboarding and voluntary training programmes for National Members, including tailored briefings, introductions to key internal stakeholders, managerial toolkits and training, leadership coaching and peer-learning opportunities
- Assess, review and rationalise the functioning of the College Working Groups, aiming to avoid duplication of tasks, adjust the frequency of meetings, limit the number of activities requiring repetitive discussion in the Working Groups, the Executive Board and the College prior to decision-making, and to overall increase the use of projects for horizontal matters, based on a business case and demonstrated added value
- Continue to review and assess organisational processes and structures, incl. the reorganisation implemented as of October 2025 and the new National Desks support model, aiming to identify and capitalise on further efficiency opportunities
- Further improve the agency’s ABB/ABC/ABM methodology and process, by refining and enhancing the prioritisation method, the organisational- and unit-level KPIs and the current ABC monitoring through the financial accounting and time recording systems
- Monitor and ensure the implementation of Eurojust’s ICS and ICF
- Coordinate the risk management process and report on risk mitigation actions

⁶⁶ Single average for all types of meetings (i.e. physical, hybrid, online), in EUR thousands

⁶⁷ In accordance with EJR Articles 5(1) and 16; Eurojust FR Article 30; and the College Decision 2019-16 of 10 December 2019 adopting a revised Eurojust ICF



- Coordinate the audit, internal control and discharge requirements ensuring stakeholders' engagement, the internal action plans for the respective recommendations and observations, as well as the reporting to internal and external stakeholders, including through the CAAR
- Review and strengthen internal controls, business continuity plans, security management and DP compliance
- Ensure compliance with Regulation 2018/1725 and the EJR and implement any EDPS recommendations concerning the agency's data processing activities, including exploring with the EDPS the possibility for issuing decision on "categories of transfer" using Article 58(2) of the EJR as the legal basis
- Contribute in the corresponding EU agency networks and working groups relevant to performance management, audit, internal control, risk management and discharge matters
- Elaborate a proposal of the workflow and measures to be followed in cases of actual or perceived conflict of interest based on Article 12 of Eurojust's Rules of Procedure and the Code of Ethics

Expected results

- Eurojust ICF principles fully present and functioning
- Timely implementation of actions foreseen to manage critical organisational risks
- Minimised number of audit recommendations and observations and timely implementation of follow up actions thereof

Indicators	Baseline	Target	Reporting
Delay in submission of draft programming document ⁶⁸	0 days	0 days	Annual KPI report
Percentage of planned actions for the reference year timely implemented to manage critical organisational risks ⁶⁹	70%	(≥) 70%	Annual KPI report
Percentage of ICF baseline requirements implemented during the reference year	70%	(≥) 70%	Annual KPI report
Number of IAS recommendations resulting from audits during the reference year	3	(≤) 5	Annual KPI report
Percentage of previous years' open IAS recommendations addressed during the reference year	100%	(≥) 90%	Annual KPI report
Number of ECA observations made regarding the reference year	N/A ⁷⁰	(≤) 2	Annual KPI report
Percentage of previous year's ECA observations addressed during the reference year	90%	(≥) 90%	Annual KPI report
Percentage of European Parliament discharge observations ⁷¹ addressed during the reference year	100%	(≥) 80%	Annual KPI report
Number of EDPS recommendations related to DP non-compliance received during the reference year	N/A ⁷²	(≤) 2	Quarterly KPI report

⁶⁸ In calendar days

⁶⁹ As identified in the Eurojust Risk Management Register for the reference year

⁷⁰ The 2024 baseline result was not available when preparing the present SPD.

⁷¹ As per the implementation of actions for the European Parliament observations on the discharge process for two years before the reference year

⁷² The 2024 baseline result for this newly introduced KPI was not available when preparing the present SPD.



Percentage of EDPS recommendations implemented during the reference year	25%	(≥) 80%	Quarterly KPI report
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Activity 5.3 – Implement environmental management strategy

Supporting one of the EU’s headline ambitions for the EU Green Deal, Eurojust maintains its strategic aim and commitment to be an EMAS certified organisation. The agency will continue to monitor, evaluate and improve a number of key services with significant environmental impact, aiming to reduce its carbon footprint and CO₂ emissions.

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

Actions

- Comply with the requirements of the EMAS environmental management standard
- Ensure integration of the environmental management system into organisational processes
- Monitor energy and water consumption trends and adjust practices to reduce consumption
- Raise awareness of the environmental impact and sustainability of the agency’s operations
- Increase use of green procurements, local (sub-)suppliers and sustainable products (e.g. for cleaning and catering services)
- Further reduce the waste generated by using recycled and reusable items, promoting the use of electronic alternatives to paper and reducing packaging material
- Review policies and approach on missions and service vehicles to ensure that only essential travel takes place

Expected results

- EMAS certified

Indicators	Baseline	Target	Reporting
Number of environmental certifications achieved and maintained	0	(≥) 1	Annual KPI report

Activity 5.4 – Support processes for amending the Eurojust Regulation and tasks ⁷³

Eurojust will continue providing coordinated support to the legislative and subsequent implementation processes that will follow the Commission’s evaluation of the implementation and impact of the EJR, including the effectiveness and efficiency of the agency and its working practices. In parallel, it will take a number of concrete actions to – partly or fully – address those findings of the evaluation report which do not require prior legislative amendments.

Objective 5.4.1 – Ensure adequate support for and timely implementation of amendments to the Eurojust Regulation and tasks

Actions

- Monitor and follow up on the internal action plan to implement the amended EJR provisions, including the implementation of the CTR amendment
- Support the Commission for preparing its EJR revision proposal as follow up to the EJR evaluation, including the corresponding LFS, as well as the College for preparing a common Eurojust position to liaise with the institutions

⁷³ In accordance with EJR Articles: 69; 80(9), (10) and (11)



- Monitor and support as necessary the follow up negotiations for the EJR revision, both at the Council and at the Parliament
- Conduct a strategic reflection on the integration of support structures of judicial networks in Eurojust in the context of the EJR revision project
- Perform a legal, policy and financial assessment on the possible deployment of Eurojust liaison magistrates in non-EU countries

Expected results

- Timely implementation of the required actions for the EJR amendments

Indicators	Baseline	Target	Reporting
Percentage of planned actions for the reference year timely implemented as part of the EJR revision project	100%	100%	Quarterly KPI report

Horizontal Services

Activity – Provide recurring administrative services ⁷⁴

In order to deliver its core operational services, Eurojust carries out a number of horizontal actions in an efficient and effective way. These include recurring administrative services related to infrastructure, facilities, management duties and other crosscutting support functions.

Objective – Provide effective and efficient recurring administrative services

Actions

- Provide general services related to building, facilities and security management
- Operate and maintain the digital infrastructure, applications and systems, including the Digital Disaster Recovery site
- Provide financial and independent accounting services
- Provide human resources services
- Provide legal, procurement and contract management services
- Perform regular activities to comply with audit and DP requirements
- Perform management duties
- Ensure effective administrative support to organisational entities

Expected results

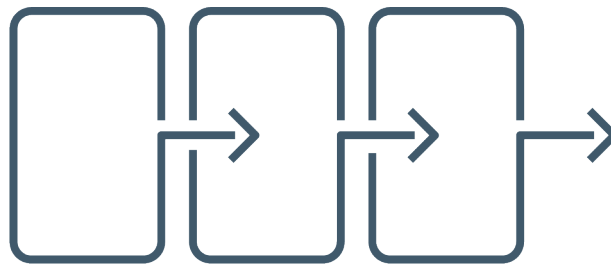
- AWP KPIs achieved
- Budget execution optimised
- Establishment plan swiftly and timely fulfilled
- Minimised number of audit findings and observations related to annual accounts and underlying transactions
- Achieved business continuity and long term efficiencies in the ICT infrastructure's maintenance and support

Indicators	Baseline	Target	Reporting
Percentage of AWP KPIs achieved	81%	(≥) 2025 result	Annual KPI report

⁷⁴ In accordance with EJR Article 60(4)



Percentage of budget implementation	99.9%	(≥) 95%	Quarterly budget dashboard
Rate of outturn	99.3%	(≥) 95%	Annual budget dashboard
Percentage of cancellation of payment appropriations	0.4%	(≤) 5%	Annual budget dashboard
Percentage of payments executed within legal deadlines	71.7%	(≥) 2025 result	Quarterly budget dashboard
Vacancy rate	1.7%	(≤) 2%	Annual KPI report
Number of audit findings related to reliability of the annual accounts	0	(≤) 1	Annual KPI report
Number of ECA audit observations related to legality and regularity of the transactions underlying the accounts	0	(≤) 1	Annual KPI report
Percentage of planned ICT infrastructure components for the reference year timely replaced in line with multi-annual technical roadmap	100%	100%	Annual KPI report
Percentage of staff appraisals completed within set deadlines	65%	95%	Annual KPI report





3. Workload Drivers

Table 5 – Assumptions for workload drivers and related organisational objectives

Area	Workload driver	Objective(s) affected	2023	2024	2025	2026
Casework	Number of new cases, incl. cases:	1.1.1, 1.2.1, 2.1.1, 2.2.1	5 710	5 363	5 928	6 255
	(a) Referred from Member States	1.1.1, 1.2.1	5 334	4 969	5 500	5 800
	(b) Referred from a third countries with a LP at Eurojust	1.1.1, 1.2.1, 2.2.1	351	378	400	425
	(c) Referred from the EPPO	1.1.1, 1.2.1, 2.1.1	15	7	28	30
	(d) Eurojust own initiative cases	1.2.1	10	10	p.m.	p.m.
	Number of cases ongoing from past years	1.1.1, 1.2.1, 2.1.1, 2.2.1	7 454	7 609	8 364	9 600
Case data entry and cross-matching ⁷⁵	Number of data entities entered into the CMS ⁷⁶	1.1.1, 1.2.1	16 570	19 277	30 000	34 500
	Number of persons from the CTR entered into the CMS ⁷⁷	1.1.1, 1.2.1	2 333	3 277	3 300	3 800
	Number of links reviewed/assessed through the CMS Link Review Profile	1.1.1, 1.2.1, 2.1.1, 3.1.1	3 121	5 422	7 600	8 500
	Number of entities in “hit/no hit” requests:	1.1.1, 1.2.1, 2.1.1, 3.1.1	540	896	p.m.	p.m.
	(a) Incoming	1.1.1, 1.2.1, 2.1.1, 3.1.1	509	890.	p.m.	p.m.
	(b) Outgoing	1.1.1, 1.2.1, 2.1.1, 3.1.1	31	6	p.m.	p.m.
	Number of requests related to ECRIS-TCN	1.1.1, 1.2.1, 2.2.1, 2.2.2	N/A	p.m.	p.m.	p.m.
JITs	Number of applications for JIT financial support	1.1.1, 1.3.1	263	351	370	385
	Amount requested for JITs financial support	1.1.1, 1.3.1	EUR 7.7M	EUR 9.7 M	EUR 11.3 M	EUR 12 M
	Budget available for JITs financial support	1.1.1, 1.3.1	EUR 1.9 M	EUR 1.9 M	EUR 2.1 M	EUR 2.3 M

⁷⁵ In the absence of historical data, Eurojust can make no future projection for these workload drivers and thus a “p.m.” entry is used. Notwithstanding this, the agency expects a significant impact on them from the ongoing legislative and technical developments related to Commission’s DoJ vision.

⁷⁶ Including all entities – except for attachments – entered in cases registered in the CMS

⁷⁷ Including CTR entities entered for cross-matching purposes



Area	Workload driver	Objective(s) affected	2023	2024	2025	2026
Operational and other Eurojust meetings	Number of organised/funded CMs, for which:	1.1.1, 2.1.1, 2.2.1	577	640	650	700
	(a) Percentage taking place abroad	1.1.1, 2.1.1, 2.2.1	7%	4%	6%	7%
	(b) Percentage taking place online	1.1.1, 2.1.1, 2.2.1	39%	45%	40%	40%
	(c) Percentage taking place in hybrid mode	1.1.1, 2.1.1, 2.2.1	26%	26%	30%	40%
	Number of organised/funded CCs	1.1.1, 2.1.1, 2.2.1	21	28	30	35
	Number of other Eurojust meetings, incl. for:	2.1.2, 2.2.1, 4.1.1	9	13	15	15
	(a) Consultative Forum of Member States' Prosecutors General	4.1.1	1	1	1	1
	(b) Other ⁷⁸	2.1.2, 2.2.1, 4.1.1	8	12	14	14
	Number of external participants, of which:	1.1.1, 1.3.1, 2.1.1, 2.2.1, 4.1.1	8 082	8 838	8 700	8 950
Percentage attending CMs/CCs	1.1.1, 2.1.1, 2.2.1	62%	67%	70%	75%	
Network secretariat meetings	Number of meetings (physical or hybrid / fully online) for networks with a hosted secretariat or support function, incl.:	1.3.1	16 / 18	16 / 17	21 / 17	21 / 19
	(a) EJN	1.3.1	6 / 12	6 / 12	6 / 12	6 / 12
	(b) JIT Network	1.3.1	2 / 3	2 / 2	3 / 2	3 / 4
	(c) Genocide Prosecution Network	1.3.1	4 / 3	4 / 5	4 / 3	4 / 3
	(d) EJC�	1.3.1	2 / 0	7 / 0	6 / p.m.	6 / p.m.
	(e) EJOCN	1.3.1	N/A	p.m.	6 / p.m.	6 / p.m.

⁷⁸ In line with the annual work plans of the College Working Groups, for 2026 these will include for example: 1 meeting on each of the topics migrant smuggling, THB, counter-terrorism, battlefield evidence, e-evidence legal instruments, money laundering and asset recovery, internal meeting on the transfer of proceedings; Cybercrime Programme Office (CPROC) conference; Symposium on the protection of victims' rights in cross-border crime cases; and (informal) meeting of CATS at Eurojust



Area	Workload driver	Objective affected	2023	2024	2025	2026
Other operational products/actions	Number of EMPACT operational actions (co)-led by Eurojust	2.1.1	13	12	12	12
	Number of deliverables in support of casework ⁷⁹	1.1.1, 1.2.1	1 013	1 028	1 100	1 100
	Number of translated pages of operational documents, of which:	1.1.1	4 352	4 600	5 000	5 200
	(a) Standard requests	1.1.1	55%	65%	70%	75%
	(b) Urgent requests	1.1.1	36%	25%	20%	20%
	(c) Very urgent requests	1.1.1	9%	10%	10%	5%
	Number of consultations with the EDPS	5.2.1	4	2	5	5
Number of audits/investigations by the EDPS	5.2.1	0	1	1	1	
Strategic work	Number of serviced stakeholder requests for strategic contributions	4.1.1	279	285	285	290
	Percentage of cases for which strategic knowledge is retained	4.1.1	34%	41%	34%	34%
Visits	Number of hosted visits, incl.:	4.1.1, 4.2.1	239	300	340	355
	(a) VIP visits	4.1.1, 4.2.1	89	110	130	130
	(b) Study visits	4.2.1	53	65	75	80
	(c) Other visits	4.2.1	97	125	135	145
Marketing tools	Number of national workshops ⁸⁰	4.2.1	6	7	6	6
	Number of press events	4.2.1	6	2	8	8
	Number of public outreach products	4.2.1	703	798	800	900
	Number of social media channels	4.2.1	3	3	4	4

⁷⁹ The assumption for 2026 is that Eurojust will support 80% of the forecasted CMs, all forecasted CCs and 8% of the estimated number of new case referrals.

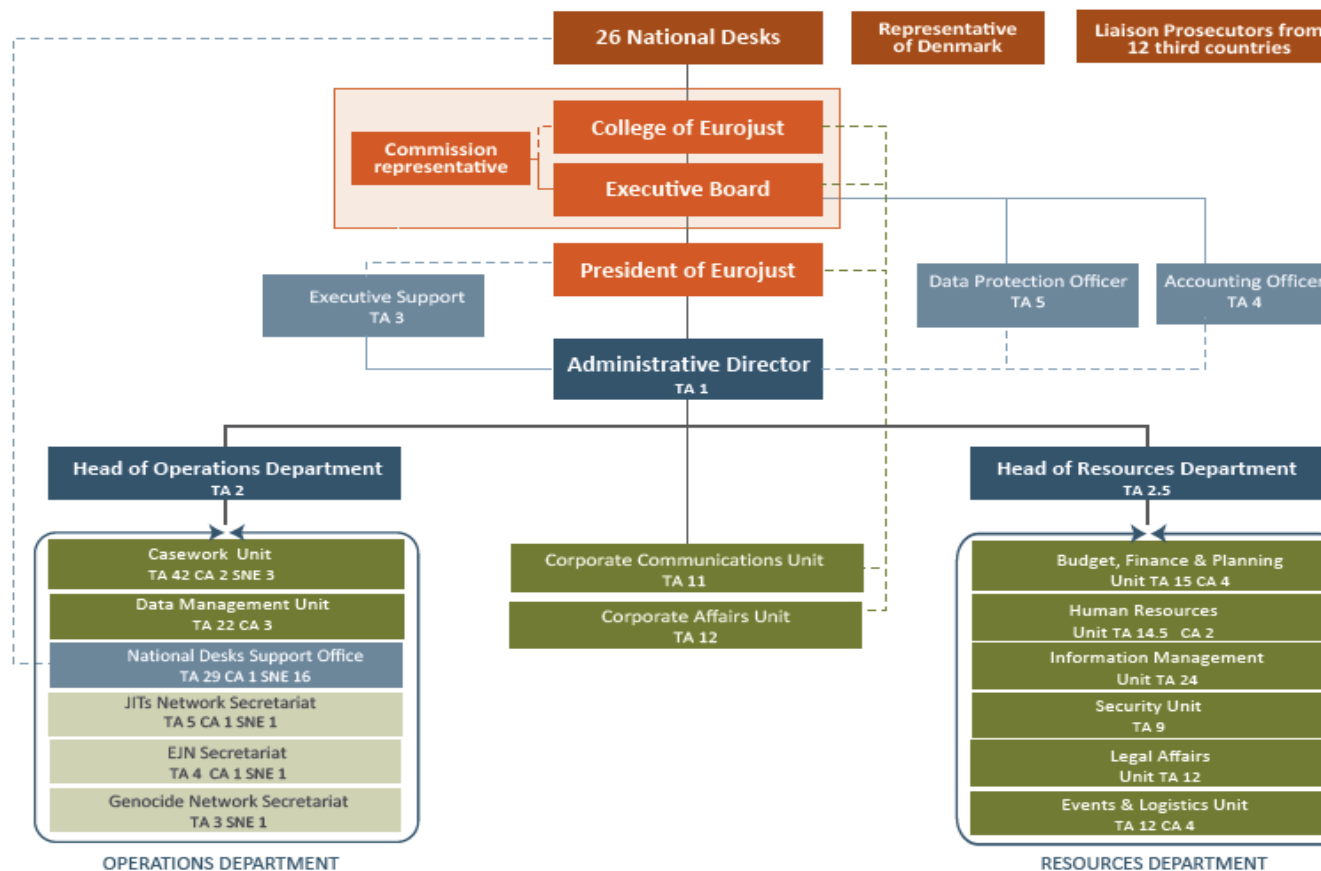
⁸⁰ In line with Eurojust's outreach strategy



Annexes

I. Organisational Chart

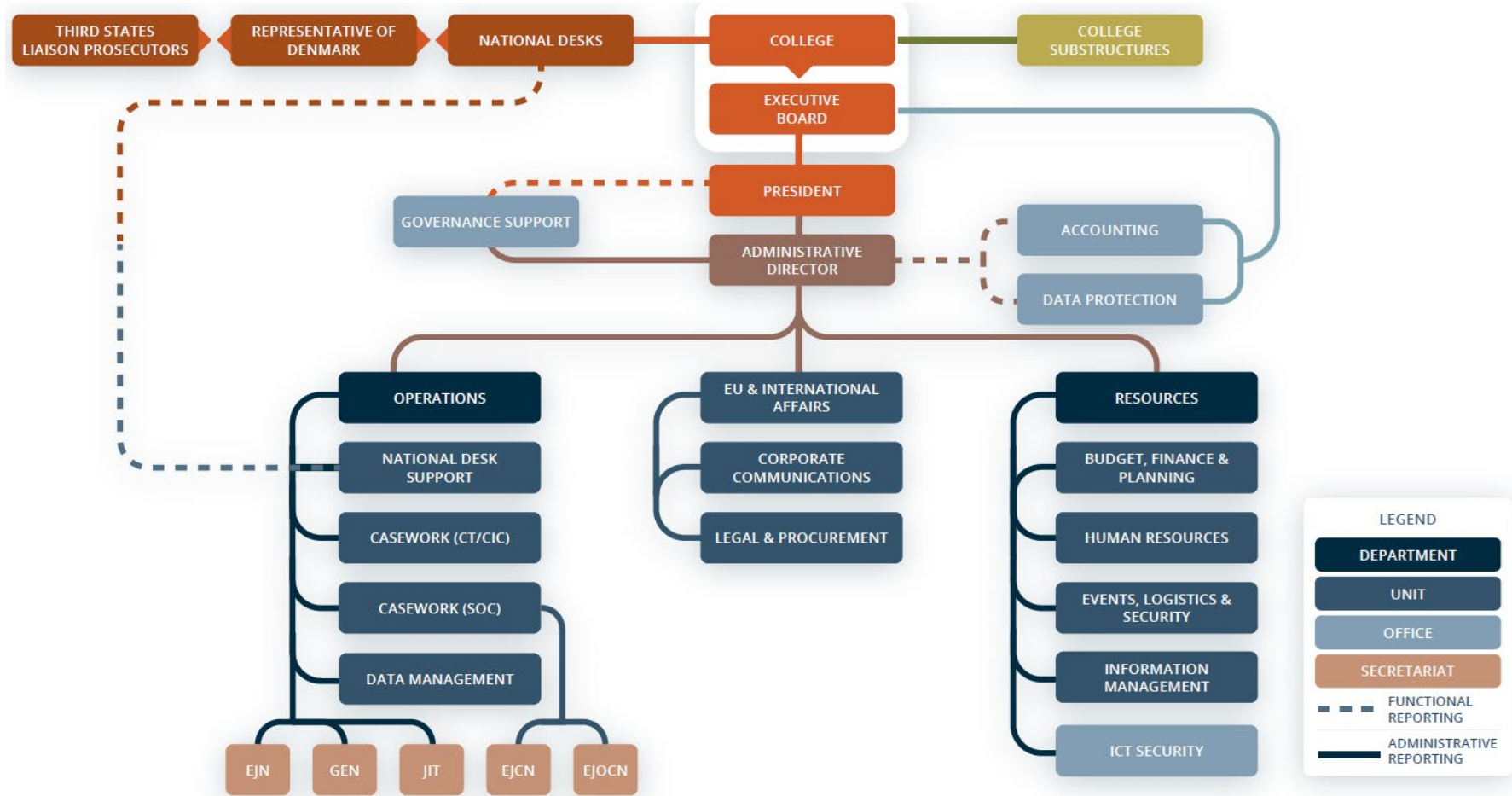
Organisational Chart as on 31 December 2024⁸¹



⁸¹ The figures are based on headcount as on 31 December 2024 and include only contract staff recruited using the EU subsidy to Eurojust. They do not include 6 appointments made under Article 38(2) of the Eurojust FR, 3 cost-free SNEs and any offers sent by 31 December 2024.



Organisational Chart as of 1 October 2025⁸²



⁸² Given 2026 resource constraints and negative priorities, for the time being Eurojust will not be able to formally establish a separate fully-fledged secretariat for EJCN and EJOCN.



II. Resource Allocation per Activity

Table 6 – Activity based budget view per MASO 2026-2028 ⁸³

MAS 2025-2027		AWP 2026					2027	2028	
MASO	SAA	Annual Activity	Objective of Annual Activity	FTE #	FTE costs	Non-staff /SNE costs	Budget	Budget	Budget
1 – Casework	1(a) – Swift and qualitative response to Member States’ requests for support	1.1 – Provide comprehensive and tailor-made operational and legal expertise to referred cases	1.1.1 – Improve dynamic and quality support to an increased referral of complex cross-border crime cases	95.7	10 511 031	11 657 589	22 168 620	22 717 829	23 143 734
			1.1.2 – Support and strengthen judicial cooperation on CIC, mainly through collecting, preserving and analysing evidence data	11.0	1 470 396	1 066 985	2 537 381	2 600 242	2 648 990
	1(b) – Ability to act on own initiative and where prosecution on common bases is required	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 prosecution on common bases is required	3.6	478 854	172 141	650 994	667 122	679 629
	1(c) – Operational cooperation with	1.3 – Further support and develop synergies	1.3.1 – Reinforce operational actions and complementarity with	21.1	2 581 398	1 881 266	4 462 664	4 573 223	4 658 960

⁸³ The actual use of resources in prior years will be included in the final SPD as per the CAAR 2024, while the planned financial resources are allocated to future years as follows:

- For 2026, by distributing the horizontal activity resources to the operational annual activities/objectives, on a pro rata basis and in line with the assumed time allocation of non-statutory post-holders (i.e. 40% to MASO 1 and 15% to each of the other MASO 2-5); and
- For 2027-2028, by assuming a pro rata allocation to the different MASO and SAA similar to that of 2026, since the corresponding annual objectives/activities are not yet defined.



	the networks hosted and supported by Eurojust	with practitioners' networks	judicial practitioners' networks						
MASO 1 – Casework Sub-totals				131.4	15 041 678	14 777 981	29 819 659	30 558 416	31 131 313
2 – Cooperation	2(a) – Cooperation with JHA partners	2.1 – Further develop cooperation with JHA partners	2.1.1 – Strengthen cooperation with the EPPO, Europol, Frontex and OLAF	9.5	1 275 983	786 505	2 062 487	2 506 591	2 553 584
			2.1.2 – Enhance effectiveness in criminal justice cooperation through increased joint initiatives with JHA and other relevant partners	2.0	217 850	165 656	383 506		
	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, including acting as ECRIS-TCN contact point and engaging with practitioner networks in key geographical areas	9.0	1 091 261	740 409	1 831 671	1 877 049	1 912 239
	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	8.1	1 082 987	668 385	1 751 372	1 794 761	1 828 408
MASO 2 – Cooperation Sub-totals				28.6	3 668 081	2 360 955	6 029 036	6 178 401	6 294 231



3 – Digitalisation	3(a) – ICT operational and cybersecurity 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	29.6	4 072 178	8 676 542	12 748 720	15 041 505	15 323 497
			3.1.2 – Enhance support to casework and judicial practitioners through existing ICT systems and operational data reporting solutions	7.7	999 178	929 975	1 929 153		
	3.2 – Further develop cybersecurity capabilities	3.2.1 – Strengthen cybersecurity posture and resilience	5.1	672 466	856 438	1 528 904	1 566 782	1 596 155	
MASO 3 – Digitalisation Sub-totals				42.4	5 743 822	10 462 955	16 206 778	16 608 287	16 919 652
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 retention of knowledge and expertise to support judicial practitioners and EU strategic initiatives in the JHA area	22.6	2 835 456	2 365 398	5 200 855	5 329 702	5 429 621
	4(b) – Corporate communication and outreach	4.2 – Communicate Eurojust’s successes and added-value to stakeholders	4.2.1 – Effectively and efficiently use outreach and communication capabilities to support operational and strategic goals	15.6	2 040 715	1 965 757	4 006 472	4 105 729	4 182 702
MASO 4 – Strategic Work Sub-totals				38.3	4 876 171	4 331 155	9 207 327	9 435 430	9 612 322



5 – Organisational Capabilities & Efficiency	5(a) – Organisational efficiency	5.1 – Implement efficiency gains strategy	5.1.1 – Further improve organisational efficiency and flexibility in meeting operational needs	23.3	3 046 232	4 608 717	7 654 949	7 844 594	7 991 662
	5(b) – Organisational management and internal control	5.2 – Implement strategy for organisational management and internal control	5.2.1 – Strengthen organisational management and internal control enabling the College to focus on its operational tasks	23.3	3 019 676	1 141 827	4 161 503	4 264 601	4 344 552
	5(c) – Environmental impact	5.3 – Implement environmental management strategy	5.3.1 – Reduce Eurojust’s carbon footprint and CO ₂ emissions	0.1	9 578	98 275	107 854	110 525	112 598
	5(d) – Evaluation and revision of the Eurojust Regulation	5.4 – Support processes for evaluating and amending the Eurojust Regulation and tasks	5.4.1 – Ensure adequate support for and timely implementation of amendments to the Eurojust Regulation and tasks	1.5	205 961	75 336	281 297	288 266	293 670
MASO 5 – Organisational Capabilities & Efficiency Sub-totals				48.3	6 281 447	5 924 155	12 205 603	12 507 986	12 742 481
Grand total for all MASO⁸⁴				289	35 611 200	37 857 203	73 468 403	75 288 519	76 700 000

⁸⁴ The 2026-2028 resources include only the estimated EU subsidy. During this period, Eurojust also plans to recruit approximately 25 additional contract staff for covering high priority operational needs and offsetting the FTE loss due to staff absences, using the financial contribution foreseen in the agency’s cooperation agreement with the Kingdom of Denmark.



III. Financial Resources

Revenues

Table 7 – Revenues overview

Revenues	2025	2026
	Estimated by the agency	Budget forecast
EU contribution	68 341 627	72 843 403
Other revenue ⁸⁵	p.m.	p.m.
Total	68 341 627	72 843 403

Table 8 – General revenues

Revenues	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
1. Revenue from fees and charges	0	0	0	0	0%	0	0
2. EU contribution	64 712 241	68 341 627	87 671 700	72 843 403	6.6%	77 222 519	77 000 000
- Of which assigned revenue deriving from previous years' surpluses	177 440	440 903	484 718	484 718	9.9%	p.m.	p.m.
3. Third countries' contribution (incl. EEA/EFTA and candidate countries)	0	0	0	0	0%	0	0
- Of which EEA/EFTA (excl. Switzerland)	0	0	0	0	0%	0	0
- Of which candidate countries	0	0	0	0	0%	0	0

⁸⁵ In 2025-2026, Eurojust expects to receive other revenues related to:

- (i) Denmark's financial contribution for the specific years, calculated as a percentage of the total EU subsidy in accordance with the cooperation agreement between Eurojust and the Kingdom of Denmark and estimated at the approximate annual amounts of EUR 1.5 M and EUR 1.6 M for 2025 and 2026 respectively; and
- (ii) Additional EU funding for a number of externally funded projects, in accordance with the financing provisions of the respective contribution and service level agreements as presented in Annex XI, as well as any bank interest revenues related to the externally received funds (i.e. received outside the EU contribution).



4. Other contributions ⁸⁶	1 541 624	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
5. Administrative operations	861 564	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61) ⁸⁷	213 277	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
6. Revenue from services rendered against payment	0	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
7. Correction of budgetary imbalances	0	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Total	67 115 429	68 341 627	87 671 700	72 843 403	6.6%	77 222 519	77 000 000

Table 9 – Additional EU funding from grant, contribution and service level agreements⁸⁸

Revenues	Executed 2024	Estimated by the agency 2025	2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Additional EU funding based on grant agreements (FFR Art. 7)	0	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Additional EU funding based on contribution agreements (FFR Art. 7)	3 666 993	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Additional EU funding based on service level agreements (FFR Art. 43.2)	263 927	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Total	3 930 920	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.

⁸⁶ In 2024 and in accordance with its cooperation agreement with the Kingdom of Denmark, Eurojust received from Denmark the amount of EUR 1 541 624. For 2025 and 2026, the agency estimates this annual contribution at the approximate amounts of EUR 1.5 and EUR 1.6 M respectively.

⁸⁷ In 2024, Eurojust received the amount of EUR 643 729 as bank interest from October 2023 to September 2024 and incorporated it through an amending budget process. In future years, the agency will follow a similar process if needed.

⁸⁸ In 2024 and in line with the respective external funding agreements, Eurojust received the amounts of EUR 809 850 for the ICPA, EUR 2 857 143 for the IMP project, EUR 263 927 for the IPC project. In 2025-2028, the agency expects to receive additional EU funding under external agreements, as detailed in Annex XI.



Expenditures

Eurojust uses differentiated appropriations for JIT grants and the DCJ programme/projects:

- For DCJ, the 2026 commitment and payment appropriations equal EUR 7 027 000 and EUR 6 458 000 respectively. The payment appropriations use commitment appropriations of multiple years (i.e. EUR 3 165 000 from 2026 and EUR 3 293 000 from 2025).
- For JIT grants, the 2026 commitment and payment appropriations equal EUR 2 100 000 and EUR 2 044 000 respectively. The payment appropriations use commitment appropriations of multiple years (i.e. EUR 650 000 from 2026, EUR 870 000 from 2025 and EUR 524 000 from 2024).

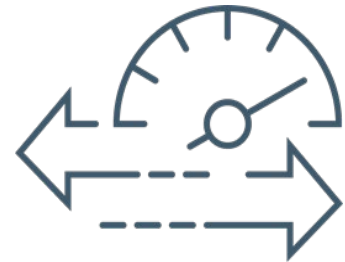
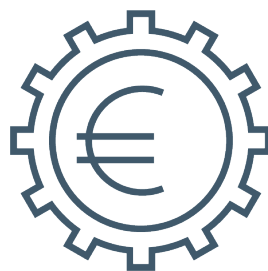


Table 10 – Expenditures overview

Expenditures	2025		2026	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure ⁸⁹	37 118 555	37 118 555	39 087 813	39 087 813
Title 2 – Infrastructure and operating expenditure	15 287 572	15 287 572	16 275 290	16 275 290
Title 3 – Operational expenditure	17 523 500	15 935 500	18 105 300	17 480 300
Title 4 – Operational projects expenditure ⁹⁰	p.m.	p.m.	p.m.	p.m.
Total	69 929 627	68 341 627	73 468 403	72 843 403



⁸⁹ Eurojust plans to allocate Denmark’s financial contributions to Salaries and Allowances under Title 1. In accordance with its cooperation agreement with the Kingdom of Denmark, the agency estimates these contributions at the approximate annual amounts of EUR 1.5 M for 2025 and EUR 1.6 M for 2026.

⁹⁰ Title 4 covers projects and actions financed from additional EU funding sources based on respective grant, contribution and/or service level agreements, as presented in Annex XI. Due to their nature as external assigned revenues, these funds are not included in the tables of the commitment and payment appropriations per budget chapter.

**Table 11 – Commitment appropriations**

Expenditures	Executed 2024	Budget 2025	Budget 2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 1 – Staff expenditure	36 070 085	37 118 555	46 959 600	39 087 813	5.3%	42 038 519	44 323 000
Salaries & allowances ⁹¹	34 278 758	35 780 255	45 069 500	37 451 713	4.7%	40 369 519	42 621 000
- Of which establishment plan posts	29 398 083	32 062 255	40 952 700	33 334 913	4.0%	36 170 519	38 338 000
- Of which external personnel ⁹²	4 880 675	3 718 000	4 116 800	4 116 800	10.7%	4 199 000	4 283 000
Expenditure relating to staff recruitment	86 883	82 200	95 000	89 700	9.1%	91 000	93 000
Employer's pension contributions	0	0	0	0	0%	0	0
Mission expenses	65 614	65 000	69 500	69 500	6.9%	71 000	72 000
Socio-medical infrastructure	286 280	350 000	359 600	369 800	5.7%	377 000	385 000
Training	449 114	306 600	410 400	360 500	17.6%	368 000	375 000
External services	850 685	494 500	901 000	692 000	39.9%	706 000	720 000
Receptions, events and representation	0	0	0	0	0%	0	0
Social welfare	52 750	40 000	54 600	54 600	36.5%	56 000	57 000
Other staff-related expenditure	0	0	0	0	0%	0	0
Title 2 – Infrastructure and operating expenditure	15 496 979	15 287 572	21 977 300	16 275 290	6.5%	16 601 000	16 934 000
Rental of buildings and associated costs	8 170 320	7 887 972	12 516 000	8 169 490	3.6%	8 333 000	8 500 000
Information, communication technology and data processing	6 973 969	6 988 000	8 901 000	7 592 000	8.6%	7 744 000	7 899 000
Movable property and associated costs	67 002	105 600	108 300	82 300	-22.1%	84 000	86 000

⁹¹ The amounts for establishment plan posts and external personnel include the European School costs, based on historical budget execution trends and an assumed 85-15% allocation ratio for 2025-2028.

⁹² The 2024 amount includes EUR 1 146 769 stemming from Denmark's contribution (external assigned revenue).



Current administrative expenditure	57 828	54 400	64 000	43 500	-20.0%	44 000	45 000
Postage/telecommunications	227 861	251 600	388 000	388 000	54.2%	396 000	404 000
Meeting expenses	0	0	0	0	0%	0	0
Running costs in connection with operational activities	0	0	0	0	0%	0	0
Information and publishing Studies	0	0	0	0	0%	0	0
Studies	0	0	0	0	0%	0	0
Other infrastructure and operating expenditure	0	0	0	0	0%	0	0
Title 3 - Operational expenditure	11 039 496	17 523 500	19 359 800	18 105 300	3.3%	16 649 000	15 443 000
Meetings, trainings and representation expenses	3 965 361	4 638 600	5 038 300	5 029 000	8.4%	5 130 000	5 233 000
Operational and experts missions	386 689	906 400	786 400	632 000	-30.3%	645 000	658 000
Public relations and publications	978 128	917 400	1 135 900	985 900	7.5%	1 006 000	1 026 000
Data processing and documentation expenditure	3 206 060	8 123 500	9 078 300	8 488 300	4.5%	6 881 000	5 521 000
Translation of documents	0	0	0	0	0%	0	0
EJN projects, meetings and other expenses	434 733	532 800	559 300	559 300	5.0%	570 000	581 000
EJCN meetings and other expenses	0	50 000	210 000	50 000	0.0%	51 000	52 000
JIT grants, network meetings and other expenses	1 995 451	2 174 300	2 371 100	2 174 300	0.0%	2 176 000	2 178 000
Genocide Prosecution network meetings and other expenses	73 074	70 500	70 500	76 500	8.5%	78 000	80 000
EJOCN meetings and other expenses	0	110 000	110 000	110 000	0.0%	112 000	114 000



Title 4 – Operational projects expenditure	8 211 924	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Expenditures related to operational projects based on agreements ⁹³	8 211 924	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Total	70 818 483	69 929 627	88 296 700	73 468 403	5.1%	75 288 519	76 700 000

Table 12 – Payment appropriations

Expenditures	Executed 2024	Budget 2025	Budget 2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028
			Agency request	Budget forecast			
Title 1 – Staff expenditure	35 877 413	37 118 555	46 959 600	39 087 813	5.3%	42 038 519	44 323 000
Salaries & allowances ⁹⁴	34 286 754	35 780 255	45 069 500	37 451 713	4.7%	40 369 519	42 621 000
- Of which establishment plan posts	29 404 879	32 062 255	40 952 700	33 334 913	4.0%	36 170 519	38 338 000
- Of which external personnel ⁹⁵	4 881 874	3 718 000	4 116 800	4 116 800	10.7%	4 199 000	4 283 000
Expenditure relating to staff recruitment	42 644	82 200	95 000	89 700	9.1%	91 000	93 000
Employer's pension contributions	0	0	0	0	0%	0	0
Mission expenses	56 098	65 000	69 500	69 500	6.9%	71 000	72 000
Socio-medical infrastructure	303 905	350 000	359 600	369 800	5.7%	377 000	385 000
Training	376 723	306 600	410 400	360 500	17.6%	368 000	375 000
External services	743 215	494 500	901 000	692 000	39.9%	706 000	720 000
Receptions, events and representation	0	0	0	0	0%	0	0
Social welfare	68 074	40 000	54 600	54 600	36.5%	56 000	57 000
Other staff-related expenditure	0	0	0	0	0%	0	0

⁹³ In prior years, Eurojust received and treated as external assigned revenue the total amount of EUR 24 721 250 for the EuroMed Justice, ICPA, IMP, IPC, SIRIUS and WB CRIM JUST projects. At the end of 2024, the agency carried over to 2025 the remaining commitment appropriations (EUR 15 505 236).

⁹⁴ The amounts for establishment plan posts and external personnel include the European School costs, based on based on historical budget execution trends and an assumed 85-15% allocation ratio for 2025-2028.

⁹⁵ The 2024 amount includes EUR 1 146 769 stemming from Denmark's contribution (external assigned revenue).



Title 2 - Infrastructure and operating expenditure	11 099 141	15 287 572	21 977 300	16 275 290	6.5%	16 601 000	16 934 000
Rental of buildings and associated costs	5 610 565	7 887 972	12 516 000	8 169 490	3.6%	8 333 000	8 500 000
Information, communication technology and data processing	5 119 222	6 988 000	8 901 000	7 592 000	8.6%	7 744 000	7 899 000
Movable property and associated costs	79 679	105 600	108 300	82 300	-22.1%	84 000	86 000
Current administrative expenditure	65 841	54 400	64 000	43 500	-20.0%	44 000	45 000
Postage/telecommunications	223 835	251 600	388 000	388 000	54.2%	396 000	404 000
Meeting expenses	0	0	0	0	0%	0	0
Running costs in connection with operational activities	0	0	0	0	0%	0	0
Information and publishing	0	0	0	0	0%	0	0
Studies	0	0	0	0	0%	0	0
Other infrastructure and operating expenditure	0	0	0	0	0%	0	0
Title 3 - Operational expenditure	14 554 201	15 935 500	18 734 800	17 480 300	9.7%	18 853 000	15 743 000
Meetings, trainings and representation expenses	4 489 791	4 638 600	5 038 300	5 029 000	8.4%	5 130 000	5 233 000
Operational and experts missions	381 450	906 400	786 400	632 000	-30.3%	645 000	658 000
Public relations and publications	891 161	917 400	1 135 900	985 900	7.5%	1 006 000	1 026 000
Data processing and documentation expenditure	6 408 598	6 535 500	8 509 300	7 919 300	21.2%	8 743 000	5 721 000
Translation of documents	66 494	0	0	0	0%	0	0



EJN projects, meetings and other expenses	391 002	532 800	559 300	559 300	5.0%	570 000	581 000
EJCN meetings and other expenses	0	50 000	210 000	50 000	0.0%	51 000	52 000
JIT grants, network meetings and other expenses	1 853 027	2 174 300	2 315 100	2 118 300	-2.6%	2 248 000	2 278 000
Genocide Prosecution network meetings and other expenses	72 677	70 500	70 500	76 500	8.5%	78 000	80 000
EJOCN meetings and other expenses	0	110 000	110 000	110 000	0.0%	112 000	114 000
Title 4 – Operational projects expenditure	7 167 180	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Operational expenditure related to projects based on agreements ⁹⁶	7 167 180	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
Total	68 697 934	68 341 627	87 671 700	72 843 403	6.6%	77 222 519	77 000 000

Budget Outturn

Table 13 – Budget outturn ⁹⁷

Budget outturn	2022	2023	2024
Reserve from the previous years' surplus (+)	0	0	0
Revenue actually received (+)	56 129 417	75 453 293	70 549 976
Payments made (-)	-47 768 548	-59 339 711	-64 942 151
Carry-over of appropriations (-)	-12 988 438	-23 624 751	-24 990 049
Cancellation of appropriations carried over (+)	141 187	221 135	231 818
Adjustment for carry-over of assigned revenue appropriation from previous year (+)	4 663 817	7 731 049	19 636 605
Exchange rate differences (+/-)	4	-112	-1 481
Adjustment for negative balance from previous year (-)	0	0	0
Total ⁹⁸	177 440	440 903	484 718

⁹⁶ In prior years, Eurojust received and treated as external assigned revenue the total amount of EUR 24 721 250 for the EuroMed Justice, ICPA, IMP, IPC, SIRIUS and WB CRIM JUST projects. At the end of 2024, the agency carried over to 2025 the remaining payment appropriations (EUR 15 505 236).

⁹⁷ Although the figures include the external assigned revenue, the latter has a neutral effect on the budgetary result.

⁹⁸ The figures provide the rounded totals. However, the estimated revenues for subsequent years use as assigned revenue deriving from previous years' surpluses the non-rounded values, by removing the decimals.

The 2024 budget outturn primarily reflects the appropriations carried-over to 2025. These are shown below excluding the amount of EUR 15 965 810 of external assigned revenue and corresponding payment appropriations carried-over.

The level of carry-over of commitments is EUR 13 672 505, of which EUR 11 079 568 stemming from non-differentiated appropriations, EUR 1 781 227 stemming from differentiated appropriations that were outstanding claims for JIT grants and EUR 811 709 stemming from differentiated appropriations for the DCJ programme/projects.

The automatic carry-over of payment appropriations amounts to EUR 8 610 972. These are higher than those carried-over from 2023 to 2024 (EUR 4 316 222) and mainly concern outstanding orders and payments related to:

- ICT infrastructure and projects (EUR 3.3 M);
- Building maintenance services and utilities (EUR 2.4 M);
- Corporate communications as well as books and subscriptions (EUR 896 K);
- Security services (EUR 618 K);
- Coordination and other Eurojust meetings (EUR 402 K);
- European school and staff trainings (EUR 306 K);
- EJN projects, meetings and other expenses (EUR 199 K);
- Consultancy on staffing and institutional matters (EUR 148 K); and
- Operational translations (EUR 83 K).

Subject to a decision by the College of Eurojust, the non-automatic carry-over of payment appropriations to 2025 will amount to EUR 302 531 for the DCJ programme/projects and EUR 111 555 for JIT grants.

Moreover, the 2024 budget outturn reflects the cancellation of appropriations, further elaborated as follows:

- *Non-differentiated commitment and payment appropriations in final voted budget 2024 (EUR 34 K):* With a budget execution rate of 99,94% in 2024 (compared to 99,77% in 2023), the cancelled amount remained at only 0,06% of the budget and concerns differences between estimated and actual costs, mainly for operational missions (EUR 26 K).
- *2024 non-differentiated payment appropriations carried-over from 2023 (EUR 232 K):* These cancellations mainly reflect lower than estimated expenditures for coordination meetings (EUR 89 K), security services (EUR 37 K), other Eurojust meetings (EUR 24 K), operational missions (EUR 24 K), staff trainings (EUR 14 K) and building maintenance services and utilities (EUR 13 K).
- *2024 internal assigned revenue carried-over from 2023 (EUR 7 K):* The cancelled amount mainly concerns building maintenance services and utilities (EUR 5 K).
- *Commitments stemming from 2021 differentiated appropriations (EUR 1 178 K):* This amount concerns DCJ programme/projects' commitments that stemmed from 2021 commitment appropriations. These cancellations are due to recurring and unforeseen contractual, time and quality issues with suppliers' work for the new CMS development project.
- *Commitments stemming from 2022 differentiated appropriations (EUR 116 K):* This amount mainly reflects JIT grants' commitments that stemmed from 2022 commitment appropriations and were (re)used for grant awards in 2022 and 2023. Eurojust reimbursed the related claims until the end of 2024 at lower levels than the initial awards to the beneficiaries, and after that point, it could no longer use these funds for new awards.



IV. Human Resources – Quantitative

Table 14 – Statutory staff occupying an establishment plan post ⁹⁹

Type	2024			2025	2026	2027	2028
	Authorised	Filled	Occupancy rate %	Authorised	Authorised	Envisaged	Envisaged
Administrators (AD)	134	131	98%	137	141	143	143
Assistants (AST) ¹⁰⁰	109	110	100%	109	110	112	112
Assistants/Secretaries (AST/SC)	0	0	0%	0	0	0	0
Total	243	241	99%	246	251	255	255

Table 15 – Statutory staff and SNE not occupying an establishment plan post ¹⁰¹

Type	2024			2025	2026	2027	2028
	Planned	Engaged	Engagement rate %	Planned	Planned	Envisaged	Envisaged
Contract staff	18	18	100%	18	18	18	18
SNE	24	22.5	94%	24	24	24	24
Total	42	40.5	96%	42	42	42	42

Table 16 – Other non-statutory post-holders ¹⁰²

Type	2024	2025	2026	2027	2028
	Engaged	Envisaged	Envisaged	Envisaged	Envisaged
National desks	80	81	81	81	81
Denmark's representatives	3	3	3	3	3
LPs from third countries	19	18	18	18	24
Total	102	102	102	102	108

⁹⁹ The 2024 figures are based on headcount as on 31 December and include 8 offers sent by this date. For the 2 vacant posts, selections are ongoing and will be completed early 2025. The 2024-2027 figures include 4 additional AD posts granted for Eurojust's support to the ICPA. Due to the exceptional and emergency nature of this support, in 2024 the Commission and the budgetary authority confirmed to include these posts in the agency's establishment plan despite their external funding under the ICPA contribution agreement.

¹⁰⁰ On 1 January 2025, Eurojust regularised the grading of 1 AST7 post-holder that was occupying an AD7 post.

¹⁰¹ The 2024 figures indicate the average FTE throughout the year (excluding part-time and parental leave). In 2024, Eurojust allocated Denmark's financial contribution to staff *Salaries and Allowances* under Title 1, covering the costs of 20 contract staff FTE. In 2025-2028, it plans to cover through Denmark's contributions the costs of approximately 25 contract staff FTE as per the identified human resource needs in the respective AWP. Concerning SNEs, the 2024 figures do not include an average of 3 FTE of cost-free SNEs.

¹⁰² The figures include also post-holders not stationed in the Hague and present Denmark separately due to the country's opt-out from the EJR. The 2024 figures are based on headcount as on 31 December and concern 12 LP countries, namely Albania, Georgia, Iceland, Moldova, Montenegro, North Macedonia, Norway, Serbia, Switzerland, Ukraine, United Kingdom and United States of America.

**Table 17 – Additional external staff and SNE financed from grant, contribution or service level agreements** ¹⁰³

Type	2024	2025	2026	2027	2028
	Engaged	Planned	Envisaged	Envisaged	Envisaged
Contract staff	20.5	p.m.	p.m.	p.m.	p.m.
SNE	0	p.m.	p.m.	p.m.	p.m.
Total	20.5	p.m.	p.m.	p.m.	p.m.

Table 18 – External service providers ¹⁰⁴

Type of provider	2024	2025	2026	2027	2028
	Engaged	Envisaged	Envisaged	Envisaged	Envisaged
Structural service providers	44.5	46.5	51.5	50.5	50.5
Interim workers	0	0	0	0	0
Total	44.5	46.5	51.5	50.5	50.5

Table 19 – Multi-annual staff policy plan ¹⁰⁵

Function group and grade	2024				2025		2026		2027		2028	
	Authorised		Filled		Authorised		Authorised		Envisaged		Envisaged	
	Perm. Posts	Temp. posts	Perm. posts	Temp. Posts	Perm. posts	Temp. posts	Perm. posts	Temp. Posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13		1				1		1		1		1
AD 12		3		4		3		5		5		5
AD 11		6		2		9		11		11		11
AD 10		15		16		16		18		18		18
AD 9		20		18		20		18		18		18
AD 8		25		19		29		20		20		20
AD 7		27		18		27		29		29		29
AD 6		5		22		14		23		23		23
AD 5		31		31		17		15		17		17
AD total	0	134	0	131	0	137	0	141	0	143	0	143
AST 11												
AST 10												

¹⁰³ The 2024 figures indicate the average FTE throughout the year. Annex XI provides the more detailed 2026-2028 estimates per grant, contribution or service level agreement.

¹⁰⁴ The 2024 figures indicate the average FTE throughout the year.

¹⁰⁵ The 2024 figures are based on headcount as on 31 December and include 8 offers sent by this date. As per Art. 38(2) of the Eurojust FR, Eurojust made 6 appointments to offset the part-time FTE loss throughout 2024. The 2026-2028 figures include provisions based on the reclassification percentages per category and grade.



AST 9		1		1		1		2		2		2
AST 8		1		1		3		4		4		4
AST 7		1		2		4		14		14		14
AST 6		17		17		25		36		36		36
AST 5		53		35		50		38		38		38
AST 4		36		30		26		13		15		15
AST 3				14				1		1		1
AST 2				10				2		2		2
AST 1												
AST total	0	109	0	110	0	109	0	110	0	112	0	112
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC total	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	243	0	241	0	246	0	251	0	255	0	255
Grand total	243		241		246		251		255		255	

Table 20 – Contract staff plan ¹⁰⁶

Function group	2024		2025	2026	2027	2028
	Planned	Engaged	Planned	Planned	Envisaged	Envisaged
IV	8	4	8	8	8	8
III	4	13	4	4	4	4
II	6	1	6	6	6	6
I	0	0	0	0	0	0
Total	18	18	18	18	18	18

Table 21 – SNE plan ¹⁰⁷

	2024		2025	2026	2027	2028
	Planned	Engaged	Planned	Planned	Envisaged	Envisaged
SNE	24	22	24	24	24	24
Total	24	22	24	24	24	24

¹⁰⁶ The 2024 figures are based on headcount as on 31 December and include only contract staff recruited using the EU subsidy to Eurojust.

¹⁰⁷ The 2024 figures are based on headcount as on 31 December and do not include 4 cost-free SNEs.

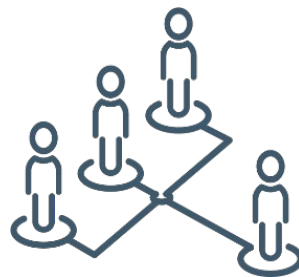


Table 22 – Recruitment forecasts for 2026

Job title	Number per type of contract (official, temporary or contract staff)		Function group/grade of recruitment for official/ temporary staff	Function group of recruitment for contract staff
	Due to foreseen retirement/ mobility	New posts requested due to additional tasks	Internal (brackets) and external (single grade) foreseen for publication	
Judicial Cooperation Officer (JIT Collaboration Platform)		2 temporary staff	AD5 (external) AD5-12 (internal)	
Coordination Officer		1 temporary staff	AD5 (external) AD5-12 (internal)	
Case Data Analyst		1 temporary staff	AD5 (external) AD5-12 (internal)	
Case Support Assistant		1 temporary staff	AST2 (external) AST1-9 (internal)	

Table 23 – Interagency mobility from and to the agency ¹⁰⁸

Type	Entries	From agencies	Exits	To agencies
Temporary staff	28	18	12	2
Contract staff	3	3	4	2
Total	31	21	16	4



¹⁰⁸ The figures reflect the number of staff joining or exiting the agency during 2024.



V. Human Resources – Qualitative

Table 24 – Recruitment implementing rules in place

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

Table 25 – Appraisal and reclassification/promotion implementing rules in place

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

Table 26 – Reclassification of temporary staff/promotion of officials ¹⁰⁹

Grade	Average seniority in grade among reclassified staff					Actual average over 5 years	Average over 5 years as per Staff Regulations
	2021	2022	2023	2024	2025		
AD5	N/A	2.2	2.8	2.5	p.m.	p.m.	2.8
AD6	4	4.1	4.5	3.7	p.m.	p.m.	2.8
AD7	3.6	2	4.1	3.2	p.m.	p.m.	2.8
AD8	3	3.6	2.8	4	p.m.	p.m.	3
AD9	4.1	5.3	4.1	5	p.m.	p.m.	4
AD10	N/A	N/A	4.7	N/A	p.m.	p.m.	4
AD11	N/A	N/A	3.5	N/A	p.m.	p.m.	4
AD12	N/A	N/A	N/A	N/A	p.m.	p.m.	6.7
AD13	N/A	N/A	N/A	N/A	p.m.	p.m.	6.7
AST1	10.2	N/A	N/A	N/A	p.m.	p.m.	3
AST2	5.9	2.8	2.8	N/A	p.m.	p.m.	3
AST3	4.2	4.5	4.2	4	p.m.	p.m.	3
AST4	6.4	4.4	4.3	3.9	p.m.	p.m.	3
AST5	3.3	4.4	5	5	p.m.	p.m.	4
AST6	2	4	N/A	N/A	p.m.	p.m.	4
AST7	N/A	N/A	3	N/A	p.m.	p.m.	4
AST8	N/A	N/A	N/A	N/A	p.m.	p.m.	4
AST9	N/A	N/A	N/A	N/A	p.m.	p.m.	N/A

¹⁰⁹ Since the 2025 reclassification process is not completed when preparing the present SPD, the average seniority of reclassified staff in 2025 and the actual five-year average are not available.



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

Table 27 – Reclassification of contract staff

Function Group	Grade	Staff in activity on 1/1/2023	Staff re-classified in 2024	Average seniority in the grade among reclassified staff	
				Actual average number of years	Average number of years as per decision C(2015)9561
IV	17	N/A	N/A	N/A	6-10
	16	3	1	4.3	5-7
	15	N/A	N/A	N/A	4-6
	14	10	3	2.4	3-5
	13	N/A	N/A	N/A	3-5
III	11	N/A	N/A	N/A	6-10
	10	6	1	5	5-7
	9	15	5	3.8	4-6
	8	N/A	N/A	N/A	3-5
II	6	N/A	N/A	N/A	6-10
	5	N/A	N/A	N/A	5-7
	4	N/A	N/A	N/A	3-5
I	2	N/A	N/A	N/A	6-10
	1	N/A	N/A	N/A	3-5

Table 28 – Implementing rules foreseen for adoption in 2026 ¹¹⁰

Subject	Model decision
N/A	N/A

Table 29 – Gender representation among temporary and contract staff ¹¹¹

Gender	Staff category	Official		Temporary		Contract		Total	
		Number	%	Number	%	Number	%	Number	%
Female	AD - FG IV	0	0%	72	47%	16	34%	88	44%
	AST - AST/SC - FG I/II/III	0	0%	81	53%	31	66%	112	56%
	Total	0	0%	153	63%	47	83%	200	64%

¹¹⁰ When preparing this SPD, Eurojust did not have any information regarding any such rules.¹¹¹ The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 8 offers sent by 31 December 2024.



Male	AD - FG IV	0	0%	56	63%	5	45%	61	61%
	AST - AST/SC - FG I/II/III	0	0%	33	37%	6	55%	39	39%
	Total	0	0%	89	37%	11	19%	100	33%
Grand total		0	0%	242	100%	58	100%	300	100%

Table 30 – Gender evolution in middle and senior management posts ¹¹²

Gender	2020		2024	
	Number	%	Number	%
Female	5	50%	6	50%
Male	5	50%	6	50%

Table 31 – Geographical balance among temporary and contract staff ¹¹³

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	2	1%	2	1%	4	1%
Belgium	8	5%	5	3%	13	4%
Bulgaria	5	3%	7	5%	12	4%
Croatia	1	1%	2	1%	3	1%
Cyprus	2	1%	0	0%	2	1%
Czechia	3	2%	4	3%	7	2%
Denmark	0	0%	1	1%	1	0%
Estonia	2	1%	2	1%	4	1%
Finland	2	1%	7	5%	9	3%
France	14	9%	8	5%	22	7%
Germany	4	3%	6	4%	10	3%
Greece	10	7%	7	5%	17	6%
Hungary	2	1%	4	3%	6	2%
Ireland	3	2%	1	1%	4	1%
Italy	20	13%	12	8%	32	11%
Latvia	6	4%	2	1%	8	3%
Lithuania	4	3%	5	3%	9	3%
Luxembourg	0	0%	0	0%	0	0%

¹¹² The figures include 3 ad interim appointments.¹¹³ The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 8 offers sent by 31 December 2024.



Malta	0	0%	1	1%	1	0%
Netherlands	13	9%	27	18%	40	13%
Poland	6	4%	6	4%	12	4%
Portugal	5	3%	4	3%	9	3%
Romania	10	7%	16	11%	26	9%
Slovak Republic	2	1%	3	2%	5	2%
Slovenia	3	2%	4	3%	7	2%
Spain	19	13%	11	7%	30	10%
Sweden	2	1%	2	1%	4	1%
United Kingdom	1	1%	2	1%	3	1%
Total	149	100%	151	100%	300	100%

Table 32 – Evolution of most represented nationalities among temporary and contract staff

Most represented nationality	2020		2024	
	Number	%	Number	%
Netherlands	34	15%	40	13%
Italy	19	8%	32	11%
Spain	21	9%	30	10%
Romania	19	8%	26	9%
Total	93	40%	128	43%

Table 33 – Schooling

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

¹¹⁴ The figures also include contract staff financed under grant, contribution and service level agreements as well as Denmark's financial contribution. They do not include 8 offers sent by 31 December 2024.



VI. Environmental Management

The MAS 2025-2027 and AWP 2026 place particular emphasis on Eurojust's contribution to the EU Green Deal, through a holistic environmental management strategy and corresponding actions.

Eurojust will sustain its efforts to reduce its carbon footprint and improve resource efficiency. Through these actions, the agency reaffirms its commitment to contributing to the EU target for a 55% emission reduction by 2030 and achieving carbon neutrality by 2050.

Environmental certification

Eurojust's EMAS certification represents not only a major milestone but also a starting point for the agency's continuous commitment to enhance its environmental performance.

By embedding sustainability into its operations, the agency aims to reduce its environmental footprint enhance environmental performance and foster a culture of environmental responsibility among its stakeholders and staff. The integration of EMAS principles into all aspects of its operations ensures Eurojust's leadership in environmental stewardship within the EU public sector as requested by the European Commission and Parliament.

In this context, during 2026-2028, the agency will intensify its efforts to:

1. Continuously refine its environmental goals and embed them into organisational processes;
2. Enhance the process and systems used for monitoring and evaluating environmental performance and ensuring compliance with EMAS standards; and
3. Provide annual updates to ensure transparency and accountability.

Eurojust will continue to share expertise and good practices on environmental topics with other EU partners and the Commission

Procurement

In line with its EMAS certification and sustainability plans, Eurojust will expand the use of green public procurement criteria in tender procedures, by taking specific measures such as increasing the use of sustainable products in relevant contracts.

Building facilities

Eurojust will continue to operate and use its building facilities under sustainability principles, aiming at:

1. Maximised energy efficiency, through ongoing monitoring and practice optimisation;
2. Reduced waste generation, through expanded recycling and reuse practices and policies, as well as more extensive use of digital alternatives to paper; and
3. Reduced travel-related emissions, through technically enhanced and increasingly used – for operational and corporate purposes – audio visual/video conferencing systems.





VII. Building Policy

Table 34 – Eurojust premises

Building name and type	Eurojust premises			
Location Address	Johan de Wittlaan 9 2517JR The Hague The Netherlands			
Surface area (square meters)	28 508 m ² (as per page 5 of lease agreement, Article 2, point 3)			
Of which office space	20 231 m ² (office and conference facilities)			
Of which non office space	8 277 m ² (underground parking)			
Annual rent	EUR 3 514 100			
Type and duration of lease agreement	Lease agreement with the host state, with a duration of 15 plus 5 years as of date of delivery (24 March 2017)			
Breakout clause	Yes	√	No	
Conditions attached to the breakout clause	<p>The lease agreement may be terminated:</p> <ul style="list-style-type: none"> • At any time by mutual consent of the parties; or • At any moment by the lessee if a decision is made to transfer the headquarters of the lessee to a city other than the Hague, taking into account a notice period of 6 months. 			
Host country grant or support	<p>The host state provided and financed the custom-made building and facilitates Eurojust's participation in host state contracts for utilities supply (Green energy).</p> <p>The host state estimates an annual rent that is twice the amount paid by Eurojust.</p>			
Present value of the building	N/A			
Other comments	<p>Eurojust's lease agreement with the host state is based on a <i>build-and-maintain</i> concept, as approved by the Commission. Therefore, in addition to the above annual rent¹¹⁵, Eurojust also incurs an annual fee and/or costs with the host state¹¹⁶ for:</p> <ul style="list-style-type: none"> • Maintenance services that consist of the service level agreement for preventive and corrective maintenance, including replacements (estimated at EUR 822 500 for 2026); and • Utilities which are estimated at EUR 1 583 000 for 2026, excluding the energy tax for which Eurojust is exempt. 			

¹¹⁵ Calculated as per Annex IV of the lease agreement

¹¹⁶ Calculated as per Annex VI of the lease agreement

**Table 35 – Eurojust Brussels liaison office**

Building name and type	Eurojust Brussels liaison office		
Location Address	Justus Lipsius building Rue de la Loi 175 1048 Brussels Belgium		
Surface area (square meters)	19 m ²		
Of which office space	19 m ²		
Of which non office space	-		
Annual rent	EUR 6 100		
Type and duration of lease agreement	Administrative arrangement with Commission's Directorate-General for Organisational Development and Services, with an unlimited duration		
Breakout clause	Yes	<input checked="" type="checkbox"/>	No
Conditions attached to the breakout clause	The agreement may be terminated at any time by mutual consent of the parties and with a 6 months' written notice.		
Host country grant or support	-		
Present value of the building	N/A		
Other comments	The agreement includes maintenance services and utilities' consumption.		



VIII. Privileges and Immunities

Table 36 – Privileges applicable to the agency and its staff

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities/diplomatic status	Education/day care
<p>The privileges and immunities of the agency are based on the Seat Agreement between Eurojust and the Netherlands, the Agreement on Privileges and Immunities between Eurojust and the Netherlands and Protocol No.7 annexed to the Treaty of the EU.</p> <p>Within the scope of its official activities, Eurojust is exempt, inter alia, from: import taxes and duties, motor vehicle tax, tax on passenger motor vehicles and motorcycles, value-added tax paid on goods and services supplied on a recurring basis or involving considerable expenditure, excise duties included in the price of alcoholic beverages and hydrocarbons such as fuel oils and motor fuels, real property transfer tax, insurance tax, energy tax and, tax on water mains.</p> <p>The host state authorities shall ensure that the Headquarters is supplied with electricity, water, sewerage, gas, post, telephone, telegraph, local transportation, drainage, collection of refuse, fire protection and snow removal from public streets.</p> <p>The Dutch Government shall permit Eurojust to communicate freely without the need for special permission and to dispatch and receive official correspondence by courier or in sealed bags which shall have the same privileges and immunities as diplomatic couriers and bags.</p>	<p>The privileges and immunities of Eurojust post-holders are based on the Seat Agreement between Eurojust and the Netherlands, the Agreement on Privileges and Immunities between Eurojust and the Netherlands and Protocol No.7 annexed to the EU Treaty. Two different regimes apply: National Members are granted the same privileges as heads of diplomatic missions (Article 11 of the Seat Agreement), whereas Assistants to National Members are granted the same privileges as diplomatic agents (Article 13 of the Seat Agreement).</p> <p>National Members, Deputies and Assistants as well as the Administrative Director and the highest ranking staff and their family members are granted “AO” status by the host state and benefit from certain VAT exemptions and, exemption from excise duties for alcoholic beverages, tobacco and fuel.</p> <p>“AO” status also provides for exemption from tax on cars and motorcycles (BPM) and road tax (MRB) for two cars registered on the post-holder’s name at the same time.</p> <p>Eurojust post-holders are exempted from VAT for the purchase of cars. Eurojust staff members are exempted from Dutch income tax and from all compulsory contributions to the social security organisations of the Netherlands.</p> <p>Additional exemptions include duties in relation to water authority charges, municipal tax on second homes, dog licences and tax for installations on public land or water.</p>	<p>Eurojust staff receive education allowances for school fees. Staff has to pay for the education of its children.</p> <p>As a courtesy of the host state, Eurojust post-holders may request the Dutch subsidy for the reimbursement of a percentage of day care and after-school care costs of accredited centres.</p> <p>Eurojust reimburses in full the tuition fees of staff and SNEs whose children are studying at the European School in The Hague.</p>



IX. Evaluations

External Evaluations



As foreseen in Article 69 of the EJR, in 2025 and with the active support of Eurojust, the Commission completed its evaluation of the implementation and impact of the EJR, as well as the effectiveness and efficiency of the agency and its working practices. The evaluation presented a largely positive picture of the agency, highlighting many strengths and referring to Eurojust as a key actor within the JHA landscape. It particularly commended the role of the EJR in reinforcing the agency's impact and added value.

However, the evaluation report also identified certain challenges and shortcomings. During 2026, Eurojust will place particular emphasis and efforts on addressing to the maximum possible extent those challenges when concrete actions can be taken without a legislative amendment. At the same time, the agency will provide support to the preparation of the upcoming legislative proposal to amend the EJR and its accompanying impact assessment.

Internal Monitoring and Evaluation

Eurojust builds its internal monitoring and evaluation framework upon three levels of KPIs:

- The multi-annual organisational KPIs linked to the MAS (see Section II for 2025-2027);
- The annual organisational KPIs linked to the AWP of a specific year (see Section III for 2026); and
- The annual unit KPIs linked to the yearly work plans of the specific organisational entities.

Following prior years' initiatives to keep strengthening stakeholders' engagement and ownership of the KPI monitoring and evaluation processes, Eurojust will continue to improve its internal performance management framework, more specifically through:

- Extending and improving the monitoring and reporting processes of the MAS and unit KPIs, based on the established best practices for the AWP;
- Refocusing the KPI setting process from simpler indicators based mainly on outputs to more advanced ones related to results; and
- Further improving the gathering and presentation of KPI data through interim dashboards to facilitate ABM and prioritisation decisions.



X. Organisational Management and Internal Control

The MAS 2025-2027 and AWP 2026 highlight Eurojust's strategic focus on strengthening its organisational management and internal controls.

Internal Control Strategy

In accordance with its FR, Eurojust started preparing an Internal Control Strategy (ICS) in 2023, following the common structure agreed within the framework of the EU Agencies Network. Due to other priorities, the agency plans to finalise this in 2026. The ICS will guide and govern the way Eurojust defines, implements, monitors and assesses its ICF and other interrelated strategies and policies, including those concerning risk management and anti-fraud.

Internal Control Framework

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

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

The ICF allows flexibility for management and the organisational entities to adapt to their specific context, while ensuring consistent implementation, assessment and reporting.



It entails 5 interrelated components¹¹⁷ that must be present and functioning at all organisational levels, 17 principles that underpin each component, and a number of baseline requirements that provide the monitoring criteria for the actions required to implement the internal control principles.

As of 2020, Eurojust regularly monitors the implementation of the ICF and carries out a yearly assessment of which the results are reported through the CAAR. In 2026, the agency will report on the results of the ICF implementation during 2025.

Risk Management Policy

Eurojust adopted its Risk management policy in October 2018 and has been implementing it since 2019. The policy foresees the preparation of an annual risk management register and action plan, which includes Eurojust's critical and crosscutting risks.

The agency identifies these risks through assessing the individual organisational entities' risks based on their respective annual unit plans. The resulting Eurojust risk management register and risk management plan are subject to senior management's validation.

¹¹⁷ Control environment, Risk assessment, Control activities, Information and communication, and Monitoring activities

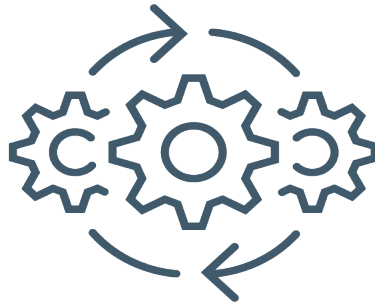


Anti-Fraud Strategy

Eurojust adopted in September 2024 a new Anti-Fraud Strategy for the period 2024-2027. This consists of the following four strategic objectives, built upon the achievements of the previous strategy and the results of the fraud risk assessment conducted in the first quarter of 2024:

1. Continue strengthening the culture of ethics and anti-fraud in Eurojust;
2. Improve the management of conflicts of interest and measures to address them;
3. Increase further Eurojust's assessment capabilities; and
4. Reinforce controls in key areas of Eurojust.

To ensure an effective AFS implementation, Eurojust has adopted an action plan for the period 2024-2027, including monitoring, reporting and communication provisions. A dedicated contact point will quarterly assess the action plan implementation, making any necessary adjustments thereof, and will biannually report to senior management and the Executive Board on the status of the above strategic objectives. Subsequently, the CAAR will present the results of this monitoring process and detail the progress of the activities carried out during a specific year.





XI. Plan for Grant, Contribution or Service Level Agreements

Grant, Contribution or Service Level Agreements with Eurojust as Beneficiary

Table 37 – Ongoing and expected grant, contribution and service level agreements

	General information					Financial and human resource impact				
	Date of signature	Total amount	Duration	Counterpart	Short description	Type of resources	2025	2026	2027	2028
Contribution agreements										
EuroMed Justice project	19 December 2023 ¹¹⁸	6 000 000	4 years	European Commission – DG MENA	The project aims to enhance judicial cooperation between Member States and South Partner countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine ¹¹⁹ and Tunisia).	Amount	1 700 000	1 700 000	1 855 500	p.m.
						Contract staff	6.5	6.5	6.5	p.m.
						SNE	0	0	0	p.m.
SIRIUS project	6 December 2024 ¹²⁰	1 475 622	3 years	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 public authorities through covering service providers located all around the world.	Amount	473 649	492 460	509 513	p.m.
						Contract staff	4	4	4	p.m.
						SNE	0	0	0	p.m.
WB CRIM JUST project	13 September 2022	6 000 000	4 years ¹²¹	European Commission – DG ENEST	The project aims to support operational cooperation, including through JITs, among Western Balkan countries and between them and EU Member States.	Amount	2 000 000	2 445 920	p.m.	p.m.
						Contract staff	5	4	p.m.	p.m.
						SNE	0	0	p.m.	p.m.

¹¹⁸ With start of implementation on 1 January 2024

¹¹⁹ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on the issue.

¹²⁰ With start of implementation on 1 January 2025

¹²¹ Currently there are ongoing negotiations with the Commission for a zero-cost extension of the project until 31 December 2026. The project's continuation after the end of the current contribution agreement is subject to further consultations with the Commission.



	General information					Financial and human resource impact				
	Date of signature	Total amount	Duration	Counterpart	Short description	Type of resources	2025	2026	2027	2028
Contribution agreements										
ICPA	3 July 2023 ¹²²	9 928 377	2.5 years ¹²³	European Commission Service for Foreign Policy Instruments	The centre aims to strengthen the international judicial cooperation efforts to ensure accountability for the crime of aggression against Ukraine.	Amount	5 078 000	p.m.	p.m.	p.m.
						Temporary staff ¹²⁴	3.7	p.m.	p.m.	p.m.
						Contract staff	3.7	p.m.	p.m.	p.m.
						SNE	0	p.m.	p.m.	p.m.
IMPNA project	17 September 2024 ¹²⁵	3 000 000	4 years	European Commission – DG INTPA	The project aims to contribute to justice and accountability efforts for core international crimes by enhancing the cooperation between civil society organisations and national authorities investigating and prosecuting core international crimes in both EU and non-EU countries.	Amount	750 000	750 000	750 000	688 187
						Contract staff	3	3	3	2
						SNE	0	0	0	0
Service-level agreements										
IPC project	p.m. ¹²⁶	p.m.	p.m.	EUIPO	The project aims to improve operational cooperation with the EUIPO and strengthen the fight against cross-border IPC.	Amount	p.m.	p.m.	p.m.	p.m.
						Contract staff	p.m.	p.m.	p.m.	p.m.
						SNE	p.m.	p.m.	p.m.	p.m.

¹²² With retroactive start of implementation on 1 June 2023

¹²³ In January 2025 and with retroactive effect from 1 December 2024, the contribution agreement was amended and extended until the end of May 2025. In June 2025 the contribution agreement was amended and extended until the end of November 2025. The next contribution agreement is currently being negotiated with the Commission (DG ENEST).

¹²⁴ Due to the particularities and urgency of the situation, the Commission and the budgetary authority confirmed to include 4 temporary staff under the ICPA contribution agreement and add them in Eurojust’s establishment plan, regardless of their externally funded nature in 2023-2024. These posts are also included in the establishment plan provided in Annex IV.

¹²⁵ With start of implementation on 1 October 2024

¹²⁶ The previous service-level agreement ended in December 2024. Currently there are ongoing negotiations with the EUIPO for the project’s continuation as of January 2026.



Grants Provided by Eurojust

Table 38 – Grants pertaining to financial assistance to JITs

Legal context and general objectives	<p>Providing technical and financial support to JITs is part of Eurojust’s mission to stimulate and improve the coordination of investigations and prosecutions in cross-border criminal cases, as per Article 2 of the EJR. This is further specified in Article 4 of the EJR, pursuant to which Eurojust shall provide operational, technical and financial support to Member States’ cross-border operations and investigations, including to JITs.</p> <p>The grants provided under this heading co-finance cross-border investigative activities of JITs.</p> <p>Eurojust will detail the admissibility, eligibility, selection and award criteria in the terms and conditions and/or call for proposals as applicable, and reserves the right to modify the conditions mentioned below, if/where it considers necessary.</p>
Action type	Grants for co-financing cross-border investigative activities of JITs
General financial provisions	<ul style="list-style-type: none"> • Eurojust provides financial support under 2 funding schemes: <ol style="list-style-type: none"> 1. With call for proposals; and 2. Without call for proposals (Article 64(2) of the EJR). • Eurojust will financially support JITs with a projected total amount of EUR 2 100 000 (for both funding schemes). • Eurojust will reimburse up to a maximum of 95% of the total eligible costs per grant application.
Actions to be supported	<p>Through these grants, Eurojust provides support for the following actions (non-exhaustive list):</p> <ul style="list-style-type: none"> • Meetings of the JIT and/or participation in investigative measures carried out in the territory of another state; • Interpretation (incl. during investigative measures) and translation costs (incl. of evidentiary material or procedural or case-related documents); • Cross-border transport of seized items, evidentiary material, procedural or case-related documents; • Purchase of low-value IT/electronic equipment to be used for the purpose of JIT activities; • Hire of IT/electronic equipment and/or licenses and software to be used for the purpose of JIT activities; and • Specialist expertise costs incurred for the purpose of the JIT. <p>Eligible costs related to these actions are the following (non-exhaustive list):</p> <ul style="list-style-type: none"> • Travel and accommodation costs; • Interpretation and translation costs; • Transportation costs for transferring items; • Specialist expertise costs; • Hire of IT/electronic equipment and licences/software; • Purchase of low-value IT/electronic equipment; and • Indirect costs (7%).

**Funding scheme 1 – Eurojust’s financial assistance to the activities of JITs (regular funding scheme with call for proposals)**

Specific financial provisions	<ul style="list-style-type: none"> • A ceiling of EUR 50 000 has been set for each application.
Timetable	<ul style="list-style-type: none"> • Eight calls are currently foreseen for 2026 (one published approx. every 45 days). • Duration of each action period is 3 months with a possibility to extend for an additional 3 months.
Admissibility criteria	<ul style="list-style-type: none"> • Any application for financial assistance must be submitted using Eurojust’s JIT portal and electronic application system, accessible from Eurojust’s website. • An application submitted via the JIT portal and electronic application system is considered received by Eurojust when it reaches its server and the receipt is confirmed by the automatic message from the JIT portal and electronic application system. • The application must be complete, including description of the JIT, planned activities and foreseen costs. • The application must identify at least one bank account of a public institution of a state involved in the JIT that is already known and acknowledged by Eurojust. • The application must be received by Eurojust on the day of the deadline at the latest. Applications will be acknowledged by Eurojust by e-mail, indicating the date of receipt. • Only one application for the same JIT shall be sent within one application deadline. In case of submission of multiple applications from the same JIT, Eurojust invites the applicant(s) to confirm which of the applications is relevant and to withdraw the other application(s) within the given deadline. If no confirmation is received within the given deadline, only the latest application of the JIT will be accepted for further evaluation, and the other application(s) received will be rejected. • JITs are not allowed to be awarded a grant in two consecutive calls.
Eligibility criteria	<ul style="list-style-type: none"> • The applicant shall prove the existence of a JIT by providing a copy of the valid JIT agreement, edited to exclude any identifying data and including possible extensions; unless a copy of the signed JIT agreement and an extension covering the action period have already been provided. • National members, their deputies or their assistants shall be invited to participate in any JIT involving their Member State, and for which Eurojust funding is provided. Financial support is subject to such invitation. A Eurojust case ID number shall be required and thus indicated in the application.
Selection criteria	<p>In accordance with Article 200 of the FR, proposals for action grants that meet the eligibility criteria will be further evaluated on the basis of the following selection criterion:</p> <ul style="list-style-type: none"> • The application must be submitted by the JIT leader(s) or JIT member(s) of an EU Member State with delegated authority, in his/her professional capacity, to demonstrate the professional competencies required to participate in a JIT. The JIT leader may delegate the submission of an application to another person with relevant professional competency (i.e. JIT National Expert, Eurojust College Member, Europol Liaison Officer).
Award criteria	<p>Eligible applications will be evaluated and ranked, taking into account the award criteria stemming from the terms and conditions applicable to Eurojust’s financial assistance to the activities of JITs, as published on the Eurojust website.</p>

**Funding scheme 2 – Financial assistance to JITs for urgent and/or unforeseen actions falling outside the scope of the regular Eurojust JIT funding scheme with call for proposals**

Specific financial provisions	<ul style="list-style-type: none">• A ceiling of EUR 8 000 has been set for each application.
Timetable	<ul style="list-style-type: none">• Funding applications may be submitted anytime throughout the year (except for Eurojust holidays).• Duration of each action period is 14 calendar days with no possibility to extend the action period.
Admissibility criteria	<ul style="list-style-type: none">• The funding application shall be submitted before the start of the planned action(s), leaving specific time for its assessment.• The fully completed application shall be submitted using the official templates published on the Eurojust website.• The application shall be drafted in one of the EU official languages. English is preferred in order to facilitate the evaluation procedure.• The application shall identify at least one bank account of a public institution of a state involved in the JIT that is already known and acknowledged by Eurojust. Should the communicated bank account prove not to be already known and acknowledged by Eurojust in accordance with the applicable financial rules, the applicant will be requested to provide a completed financial identification Form for this account within a set deadline. In such case, award of a grant will only be made once this condition is fulfilled.• Foreseen action(s) shall not be covered by any other funding award decision.• Only one application for urgent action(s) to be implemented during a 14-day action period shall be submitted on behalf of a JIT.
Eligibility criteria	<ul style="list-style-type: none">• The applicant shall prove the existence of a JIT by providing a copy of the valid JIT agreement, edited to exclude any operational personal data and including possible extensions; unless a copy of the signed JIT agreement and an extension covering the action period have already been provided.• National members, their deputies or their assistants shall be invited to participate in any JIT involving their Member State and for which Eurojust funding is provided. Financial support is subject to such invitation. A Eurojust case ID number shall be required and thus indicated in the application.
Selection criteria	<ul style="list-style-type: none">• The application for financial assistance must be submitted by the JIT leader(s) or JIT member(s) of an EU Member State with delegated authority, in his/her professional capacity, to demonstrate the professional competencies required to participate in a JIT.• The JIT leader may delegate the submission of an application to another person with relevant professional competency (i.e. JIT National Expert, Eurojust College Member, Europol Liaison Officer).
Award criteria	Eligible applications will be evaluated taking into account the award criteria stemming from the invitation applicable to Eurojust's financial assistance to the JITs for urgent and/or unforeseen actions falling outside the scope of the regular Eurojust JIT funding scheme with call for proposals, as published on the Eurojust website.

**Table 39 – Grants pertaining to EJM meetings**

Legal context and general objectives	<p><i>Action grants for the organisation of the plenary meetings of the EJM under the Presidency of the Council of the EU:</i></p> <p>Article 5 of Council Decision 2008/976/JHA of 16 December 2008 on the EJM provides the grounds for the financing of the plenary meeting of the Member States holding the Presidency.</p> <p><i>Action grants pertaining to regional and national meetings of the EJM contact points:</i></p> <p>The AWP of the EJM secretariat foresees the possibility of financial assistance to the organisation of national and regional meetings in line with Article 4(1) of Council Decision 2008/976/JHA of 16 December 2008 on the EJM.</p>
Action type	Grants for the organisation of EJM meetings
Financial provisions	<p>The EJM provides financial support up to a 95% of the total eligible costs for the organisation of:</p> <ul style="list-style-type: none">• Both EJM plenary meetings up to EUR 100 000 (EUR 50 000 per meeting/pre-financing possible); and• The EJM regional and national meetings up to a maximum of EUR 42 000 (EUR 5 250 per meeting/no pre-financing possible).
Timetable	<ul style="list-style-type: none">• As per Art. 195(d) of the FR 2018/1046, grants for the organisation of a plenary meeting are awarded without call for proposals.• Publication of the call for proposals for regional and national meetings: from mid-December 2025 to mid-February 2026.
Main selection criteria	The selection criteria should enable assessment of the applicant's ability to complete the proposed action or EJM work programme. The application for financial assistance for regional and national meetings must be submitted by an EJM contact point in his/her professional capacity to demonstrate the professional competencies required to organise the meeting.
Formal requirements	<p>In order to be considered eligible, the application must:</p> <ul style="list-style-type: none">• Be submitted by the EJM contact point from the Member State(s) organising the meeting;• Include an invitation to the meeting for the EJM secretariat;• Include a written description of the purpose of the meeting and a draft agenda with a slot for "Updates from the EJM Secretariat";• Indicate the participating Member States (and/or third countries), estimated number of participants and provisional meeting venue;• Indicate the estimated date of the meeting;• Include a duly completed budget estimate form;• Foresee that regional meetings are organised with EJM contact points of no less than 3 Member States, or 2 Member States and one third state; and• Be submitted within the deadline provided for in the call for proposals.
Award criteria	<p>The submitted applications will be ranked on the basis of the following award criteria and be rejected if they score below 25:</p> <p>(a) Application for meetings from the applying Member State has not previously received funds from the EU budget as financial assistance to organise EJM regional and/or national meetings (maximum 30 points).</p> <p>(b) The topic of the meeting contributes to the implementation of one or more of the following goals:</p> <p>(i) To exchange information and best practices between EJM contact points in practical cases of judicial cooperation (maximum of 20 points);</p>



	<ul style="list-style-type: none">(ii) To promote the role and the work of the EJM in the participating states, to increase networking among the judiciary in the participating states, and between the EJM contact points and the internal structures of the EJM in the participating states (maximum of 30 points);(iii) To promote the use of and for the training on the EJM website in the participating states, in particular the EJM reporting tool (maximum of 10 points);(iv) To increase the mutual information exchange about current legislative and institutional matters in the participating States, in particular in the field of criminal law and judicial co-operation in criminal matters (maximum of 5 points); and(v) To find solutions to difficulties arisen in the implementation of EU instruments on judicial cooperation in criminal matters at regional or national level (maximum of 5 points).
Actions to be supported	<p>The EJM secretariat will provide financial support for the following:</p> <ul style="list-style-type: none">• EJM plenary meetings;• Regional meetings organised for the EJM contact points of at least three Member States or two Member States and one third State; and• EJM national meetings organised for the EJM contact points of one Member State.





XII. Cooperation with Third Countries and International Organisations

On 5 March 2024, Eurojust adopted the agency's Strategy on Cooperation with International Partners 2024-2027 covering its relations with third countries and international organisations. Aligned with the EJR Article 52(1), this strategy sets the below specific priorities for orienting Eurojust's engagement with third countries and international organisations in 2024-2027:

- Stepping up efforts to enable the conclusion of international agreements;
- Formalise, where possible, cooperation with relevant non-EU countries;
- Reinforce the global network of Eurojust contact points;
- Increase engagement with regional judicial networks and associations; and
- Seek out opportunities for closer cooperation and joint actions with like-minded international organisations.

In addition to the current 13 agreements with Albania, Montenegro, North Macedonia, Serbia, Georgia, Iceland, Liechtenstein, Moldova, Norway, Switzerland, Ukraine, the United Kingdom and the United States, the strategy outlines the following third countries and international organisations with which international agreements would be beneficial: Bolivia, Canada, Ecuador, Mexico, Nigeria, Peru, United Arab Emirates and the ICC. Where the conclusion of an international agreement with a country included in a Council mandate is not deemed feasible in the near future, Eurojust may conclude a strategic working arrangement with its competent authorities in order to pave the way for enhanced relations.

Moreover, working arrangements will be sought with countries and international organisations that, in terms of operational needs, are of strategic relevance. These may include, among others, Australia, Chile, Dominican Republic, Egypt, Kosovo¹²⁷, India, Philippines, Seychelles, South Africa, Thailand, Turkey and Vietnam.



To reinforce the global network of contact points, Eurojust will pursue its expansion and engage regularly with the existing ones. Furthermore, the agency will enhance cooperation with judicial associations and networks by organising awareness raising activities, preparatory technical meetings and study visits. Finally, the agency will explore possibilities for posting Eurojust liaison magistrates to priority non-EU countries.

Eurojust cooperates closely with a number of international organisations for the needs and purposes of the investigation and prosecution of serious cross-border crime. To enhance cooperation with like-minded international organisations, the agency will pursue, if needed, working arrangements with the IIIM and Ameripol, whilst enhancing its engagements with the Council of Europe, the OSCE and the UNODC.

The agency commits to provide consistent support to the Commission in the implementation of the Council's negotiating mandates by contributing technical expertise to the negotiations and arranging targeted interactions with authorities of non-EU countries to clarify the role and advantages of using Eurojust.

¹²⁷ This designation is in line with the United Nations Security Council Resolution 1244 and the International Court of Justice opinion on the Kosovo Declaration of Independence.



Furthermore, upon Council's request and in collaboration with the EPPO and Europol, Eurojust has identified the existing needs for judicial cooperation with third countries, feeding into the EU institutions' strategic discussions on possible additional measures to improve further judicial cooperation with third countries in the fight against organised crime.

Through all these strategic initiatives, Eurojust expects the number of its hosted LPs from non-EU countries, and overall, its operational cooperation with third countries and international organisations to increase significantly in the years to come.





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