



Eurojust's Multi-annual Strategic Plan

2012 -2014

Operational work

Centre of expertise

Partners

Organisational developments



Eurojust is entering a crucial phase of development as it approaches the end of its first decade. We face new challenges in our core business of supporting and strengthening cross-border investigations and prosecutions in the European Union. The Lisbon Treaty has created a new legal landscape with the possibilities of regulations on Eurojust and the creation of a European Public Prosecutor's Office from Eurojust; the revised Eurojust Decision has given a central place to strengthening our casework capacities. We must plan for increased co-operation with third States and higher expectations from Member States. In order to continue to provide a high-quality service, Eurojust must also develop its organisational structure and dynamics.

This Multi-annual Strategic Plan 2012-2014 (MASP) sets out the direction Eurojust will take in light of these challenges. The MASP identifies four strategic goals: improving operational work, becoming the centre for effective judicial action against cross-border crime, improving relationships with key partners, and securing further efficiency in working methods. Our strategic goals will be achieved over the next three years by implementing multi-annual strategic objectives. These strategic objectives will be further detailed each year in Eurojust's annual Work Programmes.

This MASP also supports key elements in the planning process, such as the Staff Policy Plan (SPP), Establishment Plan (EP) and Draft Budget (DB) for 2012 and later years. Implementation of the strategic objectives will be monitored via the performance management and reporting mechanisms established in the annual Work Programmes. Annual Key Performance Indicators (KPIs) will be used for this purpose. Annual Activity Reports will record progress in implementation.

Our Mission

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

Our Vision

Eurojust's vision is to be the key player and centre of expertise at a judicial level for effective action against organised cross-border crime in the European Union.

Guiding Principles

The following principles guide Eurojust in its work:

- ▶ We base our future on building **mutual trust** with Member States, EU bodies, international organisations and non-EU countries and on working with others to secure common goals.
- ▶ We strive for **co-operation and co-ordination** with the other agencies and bodies to help deliver in the European area of Freedom, Security and Justice.
- ▶ We strive for the best operational results by providing **high quality services** that are **responsive to stakeholder needs**.
- ▶ We collect best practices and spread our knowledge to **national judicial authorities** and other partners, to contribute to the fight against serious crime.
- ▶ We promote the implementation and correct application of **legal instruments for judicial co-operation**, and contribute to their further development.
- ▶ We apply principles of **sound governance, cost-effectiveness, efficiency, leadership and transparency** building on **professionalism and commitment of our staff** and the best **management of human resources**.

Goal 1 - Operational work

Eurojust will function as the European Union body for effective and efficient judicial co-operation and co-ordination in individual cases of serious cross-border crime

"Eurojust has both a special and independent place in the European Union and a wide range of working partners. We have already established good bases for co-operation, but there is clearly room for improvement. In helping provide an area of Freedom, Security and Justice for the citizens of the European Union, Eurojust's success depends on trust and exchange of information with our partners." - Presidency of Eurojust

Strategic Objectives

1.1 Enhance the quality of judicial co-operation provided to national authorities; further develop trust and confidence in Member States so that more cases are referred to Eurojust for co-ordination

Key working areas:

- ▶ Provide quality assistance by timely, satisfactory responses and high-quality facilitation of requests for the execution of mutual legal assistance (MLA) and mutual recognition instruments, including the European Arrest Warrant (EAW).
- ▶ Facilitate effective judicial co-operation and co-ordination, by organising and hosting co-ordination meetings and providing follow-up support expeditiously.
- ▶ Promote the use of Joint Investigation Teams (JITs) in appropriate cases of serious cross-border crime.

1.2 Consolidate the position of recognised key player in judicial co-operation

Key working areas:

- ▶ Encourage the referral of serious cross-border cases for co-ordination from Member State authorities.
- ▶ Process the information from Member State authorities and give feedback on results obtained.

1.2 ... continued

Key working areas:

- ▶ Support improvements in the exchange of information between Member State authorities.

1.3 Enhance the analysis and evaluation of cases at Eurojust

Key working areas:

- ▶ Further develop the Eurojust Case Management System (CMS) to collect reliable and accurate information from the Member States regarding current cases of judicial co-operation at EU level.

1.4 Enhance relations with EU counterparts on the level of operational work

Key working areas:

- ▶ Develop co-operation in operational cases with EJM, Europol and OLAF.

1.5 Develop the Eurojust National Coordination System (ENCS)

Key working areas:

- ▶ Strengthen ties with national authorities by making full use of the system of National Correspondents and contact points in the Member States.
- ▶ Develop standards to facilitate structured, efficient and reliable information exchange.

Goal 2 - Centre of expertise

Eurojust shall become a centre of expertise at judicial level for effective action against serious cross-border crime

"The College of Eurojust identified the need to become a centre of expertise at judicial level. We will identify obstacles to the fight against cross-border crime, develop solutions and contribute to their implementation."
- Presidency of Eurojust

Strategic Objectives

2.1 Contribute to improving EU judicial co-operation in criminal matters

Key working areas:

- ▶ Proactively deliver opinions and suggestions to EU decision makers and policymakers in the field of judicial co-operation in criminal matters.
- ▶ Develop mechanisms to share lessons learnt and best practices in effective casework handling.
- ▶ Enhance judicial analysis capacities to evaluate obstacles in judicial co-operation in criminal matters and enhance crime-type analysis, by identifying trends in line with the *Organised Crime Threat Assessment (OCTA)* and *EU Terrorism Situation and Trend Report (TE-SAT)* priorities.
- ▶ Regularly report identified obstacles and solutions in judicial co-operation to stakeholders.
- ▶ Further develop the format of strategic projects to identify obstacles and possible solutions in judicial co-operation.
- ▶ Align support capabilities with the strategic goals of the organisation by embedding casework evaluation and specialised analysis software in the CMS to improve quality of information and to measure the added value of Eurojust's operational support.

2.2 Strengthen Eurojust's capacity as centre of expertise in Joint Investigation Teams (JITs)

Key working areas:

- ▶ Actively promote the use of JITs through involvement with EU Commission financing.
- ▶ Provide best practices based on case experience for the setting up and functioning of JITs.
- ▶ Promote involvement of Eurojust in JITs.

Goal 3 - Partners

Eurojust will reinforce its co-operation with key strategic partners to be an active player in future changes in an area of Freedom, Security and Justice

"Strong partnerships are the basis for progress in helping meet the needs of citizens for a safer, freer and more just Europe." - Presidency of Eurojust

Strategic Objectives

3.1 Enhanced co-operation with partners in an area of Freedom, Security and Justice

Key working areas:

- ▶ Reinforce strategic co-operation with EU agencies through the meetings of Heads of JHA Agencies (Europol, CEPOL, OLAF and FRONTEX) and co-ordination of the positions/input provided to EU policymakers.
- ▶ Build up operation-related relationship with other EU agencies (e.g. FRA) and bodies by concluding co-operation agreements or Memoranda of Understanding.

3.2 Enhanced co-operation and co-ordination with the EJM and other networks

Key working areas:

- ▶ Reinforce interaction and complementarities with the EJM.
- ▶ Create suitable conditions for hosting network secretariats on Joint Investigation Teams and Genocide and Crimes against Humanity and a secretariat for the European Anti-Corruption Network, and ensure their co-ordination with Eurojust.
- ▶ Facilitate the work of the Consultative Forum on Public Prosecution Policy.

3.3 Co-operate and enhance external relations with international organisations, bodies and third States in operational work

Key working areas:

- ▶ Continue and improve co-operation in existing agreements with third States (Iceland, Norway, USA, Croatia, Switzerland) by posting Eurojust liaison magistrates to selected third States, and facilitate the posting of liaison magistrates to Eurojust.

3.3 ... continued

Key working areas:

- ▶ Conclude operational agreements or Memoranda of Understanding with international organisations, bodies or third States (e.g. Russian Federation, Serbia, Israel, Cape Verde and Turkey).

Goal 4 - Organisational developments

Eurojust shall grow as a modern and efficient EU organisation

"We must be prepared for the challenges ahead in developing organisational capacity. We will have to safeguard and develop a thorough planning process in the budgetary cycle, facilitate the strategic discussions at the level of the College and ensure a clear monitoring and reporting cycle." - Administrative Director of Eurojust

Strategic Objectives

4.1 Contribute to the developments related to the new EU legal framework

Key working areas:

- ▶ Proactively provide contributions related to regulations on Eurojust's structure, operation, field of action and tasks under Article 85 of the Treaty on the Functioning of the European Union (TFEU) and in light of the Stockholm Action Plan.
- ▶ Proactively provide contributions to the possible setting up of a European Public Prosecutor from Eurojust under Article 86 TFEU and in light of the Stockholm Action Plan.

4.2 Reinforce Eurojust's accountability arrangements

Key working areas:

- ▶ Set specific, measurable, achievable, realistic and timely objectives during the planning cycle which can be monitored and reported on to ensure cost-effective and accountable use of EU funds.

4.2 ... continued

Key working areas:

- ▶ Offer timely input to the Commission's task force in their preparation of a new financial instrument anticipating the requirements of changes in Eurojust's mid- and long-term financial planning.
- ▶ Agree and enforce achievable service level agreements, creating a working environment with clear expectations of services to be rendered, which will in turn enhance accountability of internal and external service providers.

4.3 Professionalise and enhance the management of human resources while focusing on delivering high-quality and reliable services

Key working areas:

- ▶ Develop and manage a competency model for Eurojust as common ground for all HR processes.
- ▶ Continue the improvement of the recruitment process to source, select and retain talent.
- ▶ Create a learning and training culture that encourages staff to take charge of their development.
- ▶ Complete HR policies and procedures to support HR processes and monitor adherence by staff.

4.4 Improve Eurojust's organisational capacity

Key working areas:

- ▶ Enhance the support of operational work by implementing the Organisational Structural Review to include the promotion of changes to the structure, culture, governance, performance, and risk management.
- ▶ Enhance the support to National Desks in operational work.
- ▶ Design and implement an integrated IT management system for administrative workflows and processes, e.g. in planning, budget and accounting as well as in human resources.

4.5 Assure new premises for Eurojust

Key working areas:

- ▶ Follow up on programme for the new Eurojust premises.



Eurojust, Maanweg 174, 2516 AB The Hague, Netherlands
Phone: +31 70 412 5000 - E-mail: info@eurojust.europa.eu - Website: www.eurojust.europa.eu

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