



MULTI-ANNUAL STRATEGY 2025-2027



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Multi-Annual Strategy 2025-2027

Introduction

Eurojust is the European Union Agency for Criminal Justice Cooperation. We bring together prosecutors and judges from across the European Union (EU) and beyond, in an effort to effectively tackle all forms of serious cross-border crime. Through our expertise and support, we make sure that criminals are held responsible for their actions and justice is done.

Eurojust is strongly committed to pursuing its mission, convinced that the proper and timely implementation of judicial cooperation procedures and the coordination of cross-border investigations are indispensable tools in applying the principle of the rule of law and in protecting the victims of crime. In fulfilling its mission, Eurojust, while taking into account national legislation, is fully compliant with the relevant EU legal framework and with the Charter of Fundamental Rights of the EU.

The challenges that lie ahead in the coming years will require us to strengthen existing partnerships and build new alliances, bring judicial cooperation up to the digital standards of the 21st century and further streamline our internal processes. It is against this background that this Multi-Annual Strategy sets out Eurojust's main strategic objectives for 2025–2027. Each of these strategic objectives is divided into action areas and linked to key performance indicators that you will find in the Annex.

Mission

As the EU's hub for judicial cooperation and the coordination of investigations, 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.



Objective 1: Casework

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

Action areas

(a) Swift and qualitative response to Member States' requests for support

Eurojust will continue to offer tailor-made operational support throughout the different stages of an investigation, ranging from rapid response to the facilitation of information exchange and the coordination of highly complex cases. We will keep looking for ways to enhance the speed and quality of the legal, practical and financial support we provide to national judicial authorities through coordination meetings, coordination centres and Joint Investigation Teams (JITs).

Eurojust will maintain its key role of providing practical assistance with the execution of European Arrest Warrants, European Investigation Orders and freezing and confiscation orders, making sure that these mutual recognition instruments function as effectively as possible. We will also actively support Member States in their first case-related experiences with the implementation of the e-evidence legislative package⁽¹⁾.

Accelerated by the geopolitical developments and armed conflict in Ukraine, Eurojust will reinforce its casework support and capabilities in the areas of Core International Crimes (CIC), including the crime of aggression. We will undertake a central role in relevant EU initiatives, such as the CIC Evidence Database (CICED) and the International Centre for the Prosecution of the Crime of Aggression, and ensure our operational services successfully meet the respective challenges. In this regard, Eurojust will continue working closely with the European Data Protection Supervisor as provided for in Regulation (EU) 2022/838⁽²⁾.

⁽¹⁾ Regulation (EU) 2023/1543 of the European Parliament and of the Council of 12 July 2023 on European Production Orders and European Preservation Orders for electronic evidence in criminal proceedings and for the execution of custodial sentences following criminal proceedings and Directive (EU) 2023/1544 of the European Parliament and of the Council of 12 July 2023 laying down harmonised rules on the designation of designated establishments and the appointment of legal representatives for the purpose of gathering electronic evidence in criminal proceedings

⁽²⁾ Regulation (EU) 2022/838 of the European Parliament and of the Council of 30 May 2022 amending Regulation (EU) 2018/1727 as regards the preservation, analysis and storage at Eurojust of evidence relating to genocide, crimes against humanity, war crimes and related criminal offences

(b) Ability to act on its own initiative and where prosecution on common bases is required

Regulation (EU) 2018/1727 (the Eurojust Regulation)⁽³⁾ reinforced the agency's proactive role and operational mandate in the coordination and cooperation between national authorities. It explicitly introduced the possibility for Eurojust to carry out its tasks not only upon the request of national authorities but also on its own initiative or at the request of the European Public Prosecutor's Office (EPPO), and to act where the fight against crime requires prosecution on common bases. Eurojust will continue to implement the longer-term measures stemming from the strategy adopted by the College of Eurojust in 2022, as well as the related action plan, for implementing these operational possibilities.

These new possibilities rely on high-quality data management services that will enable the effective, structured and secure exchange, analysis and cross-matching of information from different partners and systems. Several developments will lead to an influx of cross-matches between existing investigations and prosecutions, including the European Judicial Counter-Terrorism Register, the hit/no-hit connections between Eurojust's database and those of the European Union Agency for Law Enforcement Cooperation (Europol) and EPPO and increased information exchange with the European Border and Coast Guard Agency (Frontex), the European Anti-Fraud Office (OLAF) and other partners.

When Eurojust becomes aware that a cross-match exists, it will proactively provide feedback to the Member States concerned and recommend an appropriate course of action (initiation of a new investigation, extension of an existing investigation to other Member States, etc.) ,while fully respecting the applicable data protection rules.

(c) Operational cooperation with the networks hosted and supported by Eurojust

Eurojust's strategic cooperation with the European Judicial Network, the JITs Network, the Genocide Network and the European Judicial Cybercrime Network (EJCN) has reached unprecedented levels. In addition, Eurojust has taken a pivotal role in establishing and supporting the new network of specialised prosecutors and judges for fighting organised crime. Both judicial practitioners and decision-makers at the EU level acknowledge the great benefits of our joint reports, meetings and events. Our ambition is to expand these strategic partnerships into closer operational cooperation, making these five networks an integral part of Eurojust's operational strategy and specifically including a dedicated secretariat to step up support for the EJCN.

⁽³⁾ Regulation (EU) 2018/1727 of the European Parliament and of the Council of 14 November 2018 on the European Union Agency for Criminal Justice Cooperation (Eurojust), and replacing and repealing Council Decision 2002/187/JHA



Objective 2: Cooperation

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

Action areas

(a) Cooperation with Justice and Home Affairs (JHA) partners

Operational and strategic cooperation with JHA partners is crucial to maintaining and strengthening the areas of freedom, security and justice.

Eurojust will work closely together with EPPO and OLAF to ensure the widest possible protection of the EU's budget and to contribute to the speedy recovery of Member States' economies after the COVID-19 crisis. Enhanced information exchange with Europol and closer involvement in its centres of expertise will improve the EU's effectiveness in the fight against organised crime and terrorism. We will also increase our operational cooperation with FRONTEX and implement a multiannual cooperation plan with the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) as part of the efforts to digitalise criminal justice cooperation in the EU.

At the same time, we will continue to look for new avenues to join forces with other JHA partners in areas of common interest.

(b) Cooperation with third countries and international organisations

Globalisation will continue to significantly impact the fight against cross-border crime. Close strategic and operational cooperation with third countries and international organisations is therefore required. Eurojust will continue to reinforce its global network beyond the borders of the EU. The implementation of our 4-year strategy on external cooperation, in close cooperation with the European Commission, will lie at the heart of these efforts.

We will also strengthen existing partnerships where a cooperation agreement is already in place and expand and consolidate our global network of contact points. Where possible, we will join forces with regional networks⁽⁴⁾ and international cooperation programmes⁽⁵⁾. In addition, Regulation (EU) 2019/816 on the European

⁽⁴⁾ Such as the Ibero-American Network of International Legal Cooperation and the Ibero-American Association of Public Prosecutors Offices

⁽⁵⁾ Such as the Europe-Latin America Programme of Assistance against Transnational Organised Crime

criminal records information system – third country nationals⁽⁶⁾ designates Eurojust as a contact point for queries from third countries and international organisations regarding information held by Member States on criminal convictions of third country nationals.

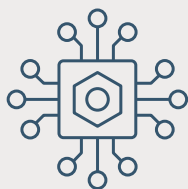
(c) Externally funded projects for operational cooperation

Looking beyond the scope of our traditional budgetary mechanism, we have entered into several agreements that allow us to expand our existing operational activities with the help of external earmarked funding.

By continuing to host the EuroMed Justice project until 2028, we will strengthen the cooperation between EU Member States and Southern Partner Countries. The same applies to Western Balkan countries, through our support to the implementation of the Western Balkans Criminal Justice project.

We also aim to work closely with Europol on the SIRIUS project to improve cross-border access to e-evidence located in jurisdictions outside the EU, with the European Union Intellectual Property Office to improve operational cooperation and strengthen the fight against cross-border intellectual property crime and with the Genocide Network to support operational cooperation in the fight against impunity through capacity building for investigating serious human rights violations and CIC.

Finally, we will continue to explore new partnerships that contribute to fulfilling our mission.



Objective 3: Digitalisation

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

Action areas

(a) ICT operational and cybersecurity capabilities

With the COVID-19 pandemic, the need to further digitalise the way European prosecutors and judges cooperate – which had already been identified – became even more apparent. Eurojust will actively contribute to implementing the future vision of criminal justice cooperation that was included in the European Commission's

⁽⁶⁾ Regulation (EU) 2019/816 of the European Parliament and of the Council of 17 April 2019 establishing a centralised system for the identification of Member States holding conviction information on third-country nationals and stateless persons (ECRIS-TCN) to supplement the European criminal records information system and amending Regulation (EU) 2018/1726

communication on the digitalisation of justice in the EU of December 2020⁽⁷⁾ and its follow-up legislative package⁽⁸⁾. Under this package, the new EU regulations related to digital information exchange on terrorism cases and the establishment of a JIT Collaboration Platform (JIT CP) will have a direct impact on Eurojust's tasks and resources.

Through solutions developed at the EU level to digitalise cross-border judicial cooperation⁽⁹⁾, we will enhance our interaction with the Member States and third countries. The new Case Management System (CMS) will increase our operational support capacity by allowing us to reinforce our analytical activities, connect to other JHA databases and support secure connections with the Member States. Furthermore, the new database, introduced by Regulation (EU) 2022/838, for automatically managing and storing CIC evidence data outside the CMS, will need to be integrated with the new CMS. While in the transition phase, we will maintain and further improve our existing ICT operational systems.

We will also contribute to innovations in the field of judicial cooperation through our participation in the EU innovation hub and ensure that data protection by design and by default is respected throughout all new ICT developments and projects.

The growing volume and complexity of the data, systems and technologies managed by Eurojust will also increase the risk of cyberattacks. Thus, Eurojust will need to take a strategic approach to reinforcing its business continuity plans, cyber defence posture and related human, financial and technical resources. Among others, we will implement and maintain a new technical solution and workflow for processing an increased number of EU classified information documents.

We will also have to adapt our processes and tools to the new EU cybersecurity⁽¹⁰⁾ and information security regulations⁽¹¹⁾, which aim to harmonise ICT security approaches and standards across EU bodies.

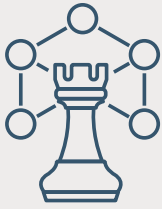
⁽⁷⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Digitalisation of justice in the European Union – A toolbox of opportunities, COM(2020) 710 final of 2 December 2020

⁽⁸⁾ Regulation (EU) 2023/969 of the European Parliament and of the Council of 10 May 2023 establishing a collaboration platform to support the functioning of joint investigation teams and amending Regulation (EU) 2018/1726

⁽⁹⁾ Such as the e-evidence digital exchange system, the e-CODEX (e-justice communication via online data exchange) system and the regulation on the European criminal records information system – third country nationals.

⁽¹⁰⁾ Regulation (EU, Euratom) 2023/2841 of the European Parliament and of the Council of 13 December 2023 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union

⁽¹¹⁾ Commission's information security regulation proposal (COM/2022/119 Final)



Objective 4: Strategic work

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

Action areas

(a) Expertise sharing with EU bodies and judicial practitioners

Eurojust will intensify existing efforts to collect and share the best practices and the lessons learned from its unique operational experience. The lessons learned from cases supported by Eurojust will shape guidelines and other deliverables to assist practitioners in judicial cooperation and coordination in the most complex cases. By proactively bringing the practitioner's perspective to the EU bodies, we will ensure that the judicial cooperation dimension is duly taken into account when new JHA policies or legislation are being shaped and possible legislative gaps impairing judicial cooperation are addressed.

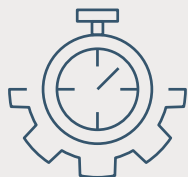
We will be especially attentive to the priorities mentioned in the European Security Union Strategies for 2020–2025 and the subsequent period. These include terrorism, cybercrime, organised crime (in particular trafficking in drugs and illegal firearms, child sexual abuse, migrant smuggling and trafficking in human beings) and economic crime (fraud, money laundering and corruption). Taking into account the European Green Deal, the same will apply to environmental crime. Support to victims will remain a key focus area, in line with the EU strategy on victims' rights. We will also actively contribute to the implementation of the revised Action Plan against Migrant Smuggling and the Focus Group of Prosecutors and Judges Fighting Migrant Smuggling, along with the revised Strategy on Combatting Trafficking in Human Beings and the Focus Group of Specialised Prosecutors in this crime area.

Our involvement in the European Multidisciplinary Platform Against Criminal Threats (EMPACT) policy cycle allows us to support prosecutors and investigative judges in taking an integrated and long-term approach when tackling cross-border crime. Through targeted communication with prosecutors and judges in the Member States, we will advise on the optimal use of judicial cooperation instruments and explain how to overcome obstacles to judicial cooperation in different crime areas. In particular, we will advise on how to practically deal with relevant Court of Justice of the EU case-law and new legislative developments, including the e-evidence package entering into force in 2026, which might have an impact on judicial cooperation procedures.

Throughout these efforts, we will continue to join forces with relevant strategic networks, including the informal network of national correspondents for Eurojust for terrorism matters, the European Network of Prosecutors for the Environment and the European Intellectual Property Prosecutors Network .

(b) Corporate communication and outreach

Eurojust will continue to assert its added value towards legal practitioners, EU policymakers and citizens while pursuing higher public attention for its activities and accomplishments. Fostering a richer understanding of Eurojust's contribution to the internal security of the EU will strengthen our reputation as experts in the field of judicial cooperation and ensure that our role in relation to other JHA stakeholders is well understood. By building trust and engagement with the EU's legal community, we will encourage more case referrals and information sharing, as well as wider participation in our meetings and projects.



Objective 5: Organisational capabilities & efficiency

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

Action areas

a) Organisational efficiency

Eurojust will continue to seek efficiency gains by actively monitoring, assessing and optimising its services, processes and resource allocation.

We will maintain the efficiency gains introduced because of the COVID-19 pandemic, including the extended use of videoconferencing, and the agency's continuous efforts to identify efficiencies in its processes through a holistic and annually reviewed efficiency gains strategy. Strategic workforce planning means we can rely on a flexible, highly skilled and fit-for-purpose workforce. New ICT solutions, outsourcing and increased shared services with other EU agencies and institutions will generate additional synergies and make our administrative processes more efficient.

b) Organisational management and internal control

Eurojust will reinforce its planning, reporting and risk management capabilities. A consistent performance management approach, based on our Internal Control Framework (ICF), allows us to assure the (cost-)effectiveness and efficiency of our operations and the reliability of our reporting. We will also safeguard our assets and information, while adequately addressing fraud, irregularities and other critical and/or cross-cutting risks.

The Commission's evaluation of the implementation and impact of the Eurojust Regulation, focusing on the agency's effectiveness and efficiency and its working practices⁽¹²⁾, will most likely prompt internal reflection and may trigger some amendments of the current regulation to address any weak areas that are identified or areas where more clarity is needed.

In light of this process and the discussions for the next EU Multi-annual Financial Framework, the agency will perform a thorough revamp of its strategic vision, objectives and activities as part of its next Multi-Annual Strategy for the period after 2027.

c) Environmental impact

Eurojust will contribute to the EU's climate ambitions by reducing its carbon footprint and carbon dioxide emissions. We will monitor, evaluate and improve a number of key services with significant environmental impact, with the aim of being certified under the Eco-Management and Audit Scheme (EMAS) and/or ISO 14001:2015 – Environmental management systems.

d) Revision of the Eurojust Regulation

Eurojust will actively provide input to the Commission's evaluation of the implementation and impact of the Eurojust Regulation, with a focus on the agency's effectiveness and efficiency and its working practices, and any subsequent negotiations between the EU institutions on a revision of the Eurojust Regulation.

With a view to the evaluation and follow-up discussions and other already finalised legislative processes with a direct impact on the agency's tasks⁽¹³⁾, we will take all necessary measures to implement the envisaged changes to our processes and structures in the most effective and efficient way possible.

⁽¹²⁾ As required by Article 69 of the Eurojust Regulation

⁽¹³⁾ Including those related to the CICCED, the digital information exchange on terrorism cases and the JIT CP

ANNEX

Key Performance Indicators (KPIs)¹⁴

Strategic Action Area	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	≥ ↑ 5 %
	Number of JITs receiving operational support	269	≥ ↑ 5 %
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	≥ ↑ 10 %
2(a) – Cooperation with JHA partners	Number of cases involving EPPO, Europol, Frontex and OLAF	58	≥ ↑ 50 %
2(b) – Cooperation with third countries and international organisations	Number of cases involving third countries and international organisations	1 072	≥ ↑ 5 %
2(c) – Externally funded projects for operational cooperation	Refer to the agreements for the funding and implementation of the respective external projects		
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	≥ ↑ 10 %
4(b) – Corporate communication and outreach	Press coverage ¹⁵	25 185	≥ ↑ 10 %
5(a) – Organisational efficiency	Ratio of new and existing cases over the number of staff and seconded national experts	41.3	≥ ↑ 5 %
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 %

⁽¹⁴⁾ The baseline and target refer to the average per annum in 2019–2023 and 2025–2027 respectively.

⁽¹⁵⁾ Including print, broadcast and online press reports / articles referring to Eurojust.



Eurojust, Johan de Wittlaan 9, 2517 JR The Hague, Netherlands

Phone: +31 70 412 5000 • Email: info@eurojust.europa.eu

Website: www.eurojust.europa.eu

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